



**Shire of Derby /
West Kimberley**

CONFIRMED MINUTES

Audit Committee Meeting Thursday, 8 December 2022

Date: Thursday, 8 December 2022

Time: 4:00pm

**Location: Council Chambers
Clarendon Street
Derby**



Order Of Business

1	Declaration of Opening, Announcement of Visitors	3
2	Attendance via Telephone/Instantaneous Communications	3
3	Announcements by Presiding Person without Discussion	3
4	Disclosure of Interests	3
4.1	Declaration of Financial Interests	4
4.2	Declaration of Proximity Interests	4
4.3	Declaration of Impartiality Interests.....	4
5	Petitions, Deputations, Presentations and Submissions	4
6	Confirmation of Minutes of Previous Meetings	4
7	Reports	5
7.1	ACCOUNTS FOR PAYMENT - NOVEMBER 2022.....	5
7.2	STATEMENT OF FINANCIAL ACTIVITY - NOVEMBER 2022.....	29
7.3	Annual Technical Inspections - Derby and Fitzroy Crossing Aerodromes.....	57
7.4	2020-2021 Audit Findings Current Status	224
7.5	Endorsement of the Asset Management Plans and Long-Term Financial Plan	232
7.6	Compliance Reports - Councillor Meeting Attendance.....	480
7.7	Compliance Reports - Council Minute Management.....	484
8	New Business of an Urgent Nature	517
9	New and Emerging Items for Discussion	517
10	Matters for which the Meeting may Be Closed (Confidential Matters)	518
10.1	RATES OUTSTANDING NOVEMBER 2022	518
10.2	SUNDRY DEBTORS NOVEMBER 2022	519
11	Date of Next Meeting	520
12	Closure of Meeting	520

**MINUTES OF SHIRE OF DERBY / WEST KIMBERLEY
AUDIT COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBERS, CLARENDON STREET, DERBY
ON THURSDAY, 8 DECEMBER 2022 AT 4:00PM**

- PRESENT:** Cr Andrew Twaddle (Chair), Cr Geoff Haerewa (Shire President), Cr Peter McCumstie (Deputy Shire President), Cr Keith Bedford and Cr Pat Riley.
- IN ATTENDANCE:** Amanda Dexter (Chief Executive Officer), Neil Hartley (Director of Strategic Business via MS Teams), Wayne Neate (Director Technical and Development Services), Christie Mildenhall (Acting Director of Community Services), Alan Thornton (Acting Director of Corporate Services) Susan Krouzecky (Acting Manager of Finance Accountant) and Sarah Smith (Executive Services Coordinator).
- VISITORS:** Cr Paul White and Cr Geoff Davis.
- GALLERY:** Nil
- APOLOGIES:** Nil
- APPROVED LEAVE OF ABSENCE:** Nil
- ABSENT:** Nil

1 DECLARATION OF OPENING, ANNOUNCEMENT OF VISITORS

The meeting was opened at 4:05pm by Cr Andrew Twaddle – Chair.

Cr Pat Riley entered the meeting at 4:06pm.

2 ATTENDANCE VIA TELEPHONE/INSTANTANEOUS COMMUNICATIONS

- Nil.

3 ANNOUNCEMENTS BY PRESIDING PERSON WITHOUT DISCUSSION

- Nil.

4 DISCLOSURE OF INTERESTS

Section 5.65 and 5.70 of the *Local Government Act 1995* requires an Elected Member or officer who has an interest in any matter to be discussed at a Committee/Council Meeting that will be attended by the Elected Member or officer must disclose the nature of the interest in a written notice given to the Chief Executive Officer before the meeting; or at the meeting before the matter is discussed.

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

4.1 Declaration of Financial Interests

- Nil.

4.2 Declaration of Proximity Interests

- Nil.

4.3 Declaration of Impartiality Interests

- Cr Peter McCumstie – 10.1 – RATES OUTSTANDING NOVEMBER 2022
Nature: Family Member involved.

5 PETITIONS, DEPUTATIONS, PRESENTATIONS AND SUBMISSIONS**6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS****COMMITTEE RESOLUTION AC120/22**

Moved: Cr Peter McCumstie

Seconded: Cr Keith Bedford

That the Minutes of the Audit Committee Meeting held at the Council Chambers, Clarendon Street, Derby, on 17 November 2022 be CONFIRMED.

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0

7 REPORTS

7.1 ACCOUNTS FOR PAYMENT - NOVEMBER 2022

File Number: 5110 - Accounts Payable
Author: Somya Chaudhary, Finance Officer
Responsible Officer: Lavenia Ratabua, Finance Officer
Authority/Discretion: Information

SUMMARY

For the Audit Committee to note the list of accounts paid under delegated authority during the month of November 2022.

DISCLOSURE OF ANY INTEREST

Nil.

BACKGROUND

Council has delegated to the Chief Executive Officer the exercise of its power to make payments from the Shire's municipal and trust funds. In accordance with regulation 13 of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid by the Chief Executive Office is to be provided to Council.

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulations 1996

12. Payments from municipal fund or trust fund, restrictions on making

12(1) A payment may only be made from the municipal fund or a trust fund –

- (a) if the local government has delegated to the Chief Executive Officer the exercise of its power to make payments from those funds – by the CEO: or
- (b) otherwise, if the payment is authorised in advance by a resolution of the Council.

The Chief Executive Officer has delegated authority to make payments from the municipal and trust funds.

13. Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.

(1) If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared –

- (a) the payee's name; and
- (b) the amount of the payment; and

- (c) the date of the payment; and
 - (d) sufficient information to identify the transaction.
- (2) A list of accounts for approval to be paid is to be prepared each month showing —
- (a) for each account which requires Council authorisation in that month —
 - (i) the payee’s name; and
 - (ii) the amount of the payment; and
 - (iii) sufficient information to identify the transaction; and
 - (b) the date of the meeting of the council to which the list is to be presented.
- (3) A list prepared under sub regulation (1) or (2) is to be —
- (a) presented to the council at the next ordinary meeting of the Council after the list is prepared; and
 - (b) recorded in the minutes of that meeting.

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

All expenditure from the municipal fund was included in the annual budget as adopted or revised by Council.

STRATEGIC IMPLICATIONS

GOAL	OUR PRIORITIES	WE WILL
1. Leadership and Governance	1.2 Capable, inclusive and effective organisation	1.2.2 Provide strong governance

RISK MANAGEMENT CONSIDERATIONS

RISK	LIKELIHOOD	CONSEQUENCE	RISK ANALYSIS	MITIGATION
<p>Legal & Compliance:</p> <p>In accordance with section 6.8 of <i>the Local Government Act 1995</i>, a local government is not to incur expenditure from its municipal fund for an additional purpose</p>	Rare	Minor	Low	Expenditure to only be incurred in accordance with budget parameters, which have been structured on financial viability and sustainability principles.

except where the expenditure is authorised in advance by an absolute majority of Council.				
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CONSULTATION

Internal consultation within the Corporate Services Department.

COMMENT

All municipal fund expenditure included in the list of payments is incurred in accordance with the 2022-23 Annual Budget as adopted by Council at its meeting held 28 July 2022 (Resolution 94/22) and subsequently revised or has been authorised in advance by the President or by resolution of Council as applicable.

The table below summarises the payments drawn on the funds during the month. Lists detailing the payments made are appended as an attachment.

REPORT TO COUNCIL

November - 2022

FUND	DETAILS	AMOUNT
MUNICIPAL ACCOUNT		
EFT Payments	EFT 54684 - 54831	\$1,223,287.40
Municipal Cheques	CHQ 54857 - Cancelled	Nil
Direct Debits	Fees & Charges, Credit Card Payments, Payroll, Payroll Liabilities	\$613,790.86
Manual Cheques		Nil
TRUST ACCOUNT		
EFT Payments		Nil
Trust Cheques		Nil
TOTAL		\$1,837,078.26





Creditors Outstanding as at 30/11/2022

\$1,969,786.49

VOTING REQUIREMENT

Simple majority

ATTACHMENTS

1. **November 2022 - List of Accounts**  
2. **November 2022 - Credit Card Reconciliation**  

COMMITTEE RESOLUTION AC121/22

Moved: Cr Geoff Haerewa

Seconded: Cr Keith Bedford

That the Audit Committee recommends that Council:

1. **Notes the List of Accounts for November 2022 paid under Delegated Authority in accordance with regulation 13(1) of the Local Government (Financial Management) Regulations 1996 attached to this report, totalling \$1,837,078.26.**

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0

REPORT TO COUNCIL – NOVEMBER 2022

EFT PAYMENTS – MUNI ACCOUNT

PAYMENT ID	DATE	CREDITOR / INVOICE DETAILS	AMOUNT
EFT54685	11/11/2022	A & B TYRES	\$450.00
INV 44508	13/10/2022	Supply Supercat 215/60R16 tyres, Wheel alignment	\$450.00
EFT54762	18/11/2022	A & B TYRES	\$4,010.00
INV 44494	12/10/2022	Supply Maxis LT255/75R16 tyres, Wheel alignment	\$1,460.00
INV 44586	19/10/2022	Puncture repair	\$80.00
INV 44598	20/10/2022	Wheel alignment & rotation	\$120.00
INV 44634	24/10/2022	Supply Century N70MF battery	\$390.00
INV 44641	24/10/2022	Supply Journey 26x12.00-16 Turf tyre	\$880.00
INV 44707	28/10/2022	Supply Century NS70L battery	\$190.00
INV 44709	28/10/2022	Supply BF Goodrich 235/85R16 tyres	\$890.00
EFT54822	18/11/2022	AARON GLOOR	\$350.21
INV REIMB1511	15/11/2022	Utility Subsidy	\$350.21
EFT54687	11/11/2022	AERODROME MANAGEMENT SERVICES PTY LTD	\$8,002.50
INV AMSINV-07811	13/10/2022	Undertake ATI of Derby Aerodrome as per CASA regulations	\$8,002.50
EFT54690	11/11/2022	ALLWEST BUILDING APPROVALS	\$220.00
INV 9124	01/11/2022	1x CDC (BPU 4293)	\$220.00
EFT54688	11/11/2022	ALPERSTEIN DESIGNS	\$1,372.87
INV 72536	15/08/2022	Retail Stock for FX Visitor Centre	\$1,372.87
EFT54763	18/11/2022	ALPHA DIVISION SECURITY SERVICES	\$275.00
INV SDWK0004	10/10/2022	Alarm attendance - Admin Derby 26/09/2022	\$275.00
EFT54689	11/11/2022	ALTHAM PLUMBING CONTRACTORS	\$1,760.00
INV 14280	06/10/2022	Burial Plot Excavation	\$308.00
INV 14281	06/10/2022	Backflow test & certified	\$220.00
INV 14298	11/10/2022	Burial Plot Excavation	\$308.00
INV 14302	11/10/2022	Burial Plot Excavation	\$308.00
INV 14334	17/10/2022	Burial Plot Excavation	\$308.00
INV 14376	27/10/2022	Burial Plot Excavation	\$308.00
EFT54765	18/11/2022	ALTHAM PLUMBING CONTRACTORS	\$4,958.40
INV 13555	13/05/2022	Supply & install 125 electric storage hot water unit	\$2,282.64
INV 13578	24/05/2022	Unblock, clean & operate toilet	\$165.00
INV 14358	24/10/2022	Unblock ladies toilet cistern, Supply inlet valve	\$218.11
INV 14377	27/10/2022	Supply & install new 50L hot water unit	\$2,292.65
EFT54764	18/11/2022	AMRRIC	\$33,680.66
INV 456	21/10/2022	De-sexing of domestic animals & education in Aboriginal communities	\$33,680.66
EFT54757	11/11/2022	ANDREW JAMES TWADDLE	\$1,554.86
INV ALLOW3110	31/10/2022	OCTOBER 2022 COUNCILLOR SITTING FEES	\$1,554.86
EFT54686	11/11/2022	ASHLEE DOUST	\$306.32
INV REIMB2410	24/10/2022	Utility Subsidy	\$306.32

EFT54767	18/11/2022	ASV SALES AND SERVICES (WA) PTY LTD	\$1,901.84
INV 298866	19/10/2022	Supply alternator, door spring & wipers	\$1,901.84
EFT54768	18/11/2022	ATI-MIRAGE	\$387.00
INV 0975	20/07/2022	Staff Excel Introduction Training	\$387.00
EFT54766	18/11/2022	AUSTRALIA POST	\$461.83
INV 1011951547	03/11/2022	Derby Postage for October 2022	\$461.83
EFT54729	11/11/2022	AUSTRALIAN INSTITUTE OF MANAGEMENT EDUCATION AND TRAINING	\$2,345.00
INV 211479	27/10/2022	BSB41419 Certificate IV Work Health and Safety	\$2,345.00
EFT54811	18/11/2022	AUSTRALIAN INSTITUTE OF MANAGEMENT EDUCATION AND TRAINING	\$3,750.00
INV 211482	27/10/2022	Diploma of Human Resource Management	\$3,750.00
EFT54790	18/11/2022	BASS TECHNOLOGY GROUP T/AS FX COMM & AV	\$693.00
INV 220092	12/10/2022	Diagnose faults on FX town CCTV system	\$693.00
EFT54691	11/11/2022	BIG BARRA'S ONE STOP SHOP	\$499.00
INV 54	05/10/2022	Supply 105L esky for Community Development events	\$499.00
EFT54769	18/11/2022	BOOKEASY PTY LTD	\$438.90
INV 21784	06/10/2022	Bookings monthly fee for September 2022	\$438.90
EFT54772	18/11/2022	BRAHMAN CONTRACTING PTY LTD	\$2,113.38
INV 1140	25/10/2022	Install new range hood and oven	\$2,113.38
EFT54695	11/11/2022	BROOME TOYOTA NORTH WEST MOTOR GROUP	\$3,116.43
INV PI13068152	05/09/2022	Supply mat set, headlight cover & nozzle washer	\$147.74
INV PI13068154	05/09/2022	Supply mat set & nozzle washer	\$74.13
INV PI13068155	05/09/2022	Supply 2x over rider (LH & RH)	\$81.42
INV PI13068396	19/09/2022	Supply various parts for Prado	\$533.54
INV PI13068707	12/10/2022	Supply various parts for Hiace	\$1,378.39
INV PI13068721	13/10/2022	Supply transmitter, Fitting charges - cutting of key code 50938	\$381.21
INV PI13068722	13/10/2022	Supply rear-view camera & wire	\$520.00
EFT54773	18/11/2022	BROOME TOYOTA NORTH WEST MOTOR GROUP	\$1,038.09
INV PI13069056	10/11/2022	Supply 2x rear-view camera and 2x wire	\$1,038.09
EFT54693	11/11/2022	BUCKLEYS EARTHWORKS & PAVING PTY LTD	\$59,734.22
INV 2656	21/09/2022	Maintenance Grading C1-2021	\$59,734.22
EFT54774	18/11/2022	BUNUBA ABORIGINAL CORPORATION	\$401.12
INV 22019403	20/10/2022	Welcome to Country Ceremony - 20/10/2022	\$401.12
EFT54780	18/11/2022	CAPTIVATE CONNECT	\$656.70
INV 13280	14/10/2022	Quarterly charge for Captivate Connect Services	\$656.70
EFT54778	18/11/2022	CARPET, PAINT & TILE CENTRE	\$1,177.20
INV 149562	31/10/2022	Supply vinyl tiles to match Derby Airport floor	\$1,177.20
EFT54700	11/11/2022	CARTER, CHRISSY	\$1,494.00
INV 01	26/10/2022	Deadly Diva Day Event - pinch pot workshop	\$1,494.00
EFT54696	11/11/2022	CATHERINE FEENEY	\$264.71
INV REIMB2810	28/10/2022	Staff Reimbursements	\$87.95
INV REIMB2811	28/10/2022	Utility Subsidy	\$176.76
EFT54794	18/11/2022	CHERYL GRANT	\$80.00
INV REIMB0610	06/10/2022	KAPP Sale of Boab nut - Wise Man Looking After Country	\$80.00
EFT54698	11/11/2022	CHRIS HAMMER	\$356.82
INV REIMB0411	04/11/2022	Utility Subsidy	\$356.82

EFT54697	11/11/2022	CHRISTINE GEORGE	\$1,862.00
INV REIMB0410	04/10/2022	Staff Reimbursements	\$1,862.00
EFT54703	11/11/2022	CLARENDON UNIT TRUST (DERBY LODGE & BACKPACKERS)	\$4,435.00
INV 2246	27/09/2022	Queen Kitchenette and Ensuite 26/09/2022 - 27/09/2022	\$160.00
INV 2262	02/10/2022	Queen Self Contained Apartment 20C 26/09/2022 to 02/10/2022	\$1,125.00
INV 2290	08/10/2022	Queen & Twin Self Contained Apartment 02/10/2022 to 08/10/2022	\$1,350.00
INV 2394	29/10/2022	Staff Accommodation: 21/10/2022 to 29/10/2022	\$1,800.00
EFT54784	18/11/2022	CLARENDON UNIT TRUST (DERBY LODGE & BACKPACKERS)	\$1,125.00
INV 2258	02/10/2022	Staff Accommodation	\$1,125.00
EFT54827	18/11/2022	CLEANAWAY CO PTY LTD	\$125,584.04
INV 19153160	31/10/2022	Landfill Management - October 2022	\$125,584.04
EFT54776	18/11/2022	CLEANING GARDENING & TREE SERVICES	\$37,065.60
INV 10904	03/11/2022	Cleaning of Various Fitzroy Crossing Locations - September 2022	\$18,711.00
INV 10905	03/11/2022	Cleaning of Various Fitzroy Crossing Locations - October 2022	\$18,354.60
EFT54801	18/11/2022	CONNECT CALL CENTRE SERVICES	\$660.66
INV 112902	15/10/2022	After hours call centre charges - September 2022	\$660.66
EFT54699	11/11/2022	CROSSING AUTOMOTIVE SERVICES	\$1,156.10
INV 27886	29/09/2022	Fit and balance 2x tyres provided	\$66.00
INV 27899	10/10/2022	Supply 1x Treadle Air Valve	\$1,090.10
EFT54777	18/11/2022	CURTIS DEJONG	\$50.64
INV REIMB2010	20/10/2022	Staff Reimbursements	\$50.64
EFT54781	18/11/2022	DAVID DOHERTY	\$13,475.00
INV H0031	04/11/2022	Supply jumping castle and obstacle course	\$13,475.00
EFT54760	11/11/2022	DEAN WILSON TRANSPORT PTY LTD	\$243.68
INV 20214352	16/10/2022	Freight for PO 76924	\$51.08
INV 20214640	29/10/2022	Freight for PO 77012 and PO 77110	\$192.60
EFT54791	18/11/2022	DEPARTMENT OF FIRE AND EMERGENCY SERVICES.	\$15,266.09
INV 154527	30/09/2022	2022/23 ESL Income Local Government	\$10,566.09
INV 154713	26/10/2022	Underspend for the AWARE 2021-019 LEMA Review Project	\$4,700.00
EFT54701	11/11/2022	DERBY 4X4 & MARINE	\$965.58
INV 31098-52758	06/10/2022	Supply shocks, guards, & various parts for Navarra	\$965.58
EFT54782	18/11/2022	DERBY 4X4 & MARINE	\$166.32
INV 31177-52956	14/10/2022	Supply 48190-KUNCAMBER camber bolt kit	\$166.32
EFT54716	11/11/2022	DERBY DISTRICT HIGH SCHOOL SOCIAL CLUB	\$2,000.00
INV REIMB2110	21/10/2022	Bond refund for hire of Civic Centre	\$2,000.00
EFT54702	11/11/2022	DERBY FUELS	\$3,160.00
INV 954691	06/10/2022	Catering for Thursday late night 06/08/2022	\$840.00
INV 954692	06/10/2022	Catering for Wednesday late night 05/10/2022	\$840.00
INV 215100	14/10/2022	Catering for Thursday Late Night and weekend program 13/10/2022	\$1,480.00
EFT54783	18/11/2022	DERBY FUELS	\$1,780.00
INV 213427	16/09/2022	Catering for the Council Meeting	\$300.00
INV 215765	21/10/2022	Catering for Thursday late night and weekend program 20/10/2022	\$1,480.00
EFT54705	11/11/2022	DERBY HARDWARE MITRE10	\$992.44
INV 10564402	16/09/2022	Supply 5pk bolt/nut roof	\$12.99
INV 10565605	07/10/2022	Solid Block Door	\$189.00

INV 10565723	10/10/2022	All purpose roller kit	\$26.99
INV 10565756	10/10/2022	Ramset Dynabolt plus8mmx65mm	\$26.28
INV 10565808	11/10/2022	Ramset Dynabolt plus	\$7.92
INV 10565829	11/10/2022	Screw Timber Button Stitching C3G PHL	\$9.99
INV 10566040	14/10/2022	Supply 2x 8.5kg gas bottle (swap)	\$89.98
INV 10566333	19/10/2022	Supply Tubman's All Weather Low Sheen W10L	\$169.00
INV 10566430	20/10/2022	Supply 350x4 No-Flat wheels for hand trolley	\$119.96
INV 10566651	24/10/2022	Keys Cut	\$6.00
INV 10566659	24/10/2022	Supply Bracket London 350x300	\$7.99
INV 10566685	25/10/2022	Supply 8x paint brushes	\$47.92
INV 10566777	26/10/2022	Supply 3x paint brushes & 4L paint clean-up	\$55.96
INV 10566784	26/10/2022	Supply 3x Solenoid coil 24 vac	\$104.25
INV 10566905	28/10/2022	Supply 4x socket pvc valve 3x solenoid coil	\$118.21
EFT54787	18/11/2022	DERBY HARDWARE MITRE10	\$50.97
INV 10566934	28/10/2022	Supply entrance set cyclo - jura	\$29.99
INV 10567336	04/11/2022	Supply Nutsetter 5/16x65mm Sutton	\$10.99
INV 10567365	04/11/2022	Supply chrome plated toilet roll holder	\$9.99
EFT54704	11/11/2022	DERBY PROGRESSIVE SUPPLIES	\$1,274.70
INV 053134	11/10/2022	Supply toilet tissue and hand towels	\$1,274.70
EFT54786	18/11/2022	DERBY PROGRESSIVE SUPPLIES	\$492.27
INV 053465	17/10/2022	Various cleaning supplies & toilet tissue	\$370.99
INV 053734	19/10/2022	Supply 36x tinted safety glasses	\$121.28
EFT54706	11/11/2022	DWA INDUSTRIAL RESOURCES PTY LTD	\$69,334.63
INV 02021657	01/11/2022	Fabricate new trusses & access stairs with landing	\$69,334.63
EFT54788	18/11/2022	DWA INDUSTRIAL RESOURCES PTY LTD	\$110.00
INV 02022051	08/11/2022	Press up 2x stainless steel sheets	\$110.00
EFT54748	11/11/2022	E & MJ ROSHER PTY LTD	\$1,349.92
INV 1448969	17/10/2022	Supply cylinder	\$1,349.92
EFT54709	11/11/2022	ELIZA GRAVETT	\$512.53
INV REIMB2610	26/10/2022	Utility Subsidy	\$512.53
EFT54708	11/11/2022	ENVIRONS KIMBERLEY	\$500.00
INV REIMB1710	17/10/2022	Bond refund for hire of Community Hall	\$500.00
EFT54789	18/11/2022	EXURBAN PTY LTD	\$3,533.90
INV URP-4260	01/11/2022	General town planning consultancy services - October 2022	\$3,533.90
EFT54694	11/11/2022	G BISHOPS TRANSPORT SERVICES PTY LTD	\$165.86
INV B185254	03/10/2022	Fragile artwork Derby to KNX	\$165.86
EFT54770	18/11/2022	G BISHOPS TRANSPORT SERVICES PTY LTD	\$160.44
INV B184934	30/09/2022	Freight for PO 76902	\$160.44
EFT54710	11/11/2022	GEOFFREY ANDREW DAVIS	\$1,554.86
INV ALLOW3110	31/10/2022	OCTOBER 2022 COUNCILLOR SITTING FEES	\$1,554.86
EFT54715	11/11/2022	GEOFFREY CHARLES HAEREWA	\$7,274.28
INV ALLOW3110	31/10/2022	OCTOBER 2022 PRESIDENT SITTING FEES	\$7,274.28
EFT54796	18/11/2022	GEOFFREY CHARLES HAEREWA	\$981.65
INV REIMB1711	15/11/2022	Councillor Reimbursement	\$360.30
INV REIMB1711-2	15/11/2022	Councillor Reimbursement	\$621.35

EFT54795	18/11/2022	GRACE RECORDS MANAGEMENT	\$718.93
INV RP01298296	30/09/2022	Supply C4 plan carton & barcodes	\$718.93
EFT54711	11/11/2022	GREENFIELD TECHNICAL SERVICES	\$29,338.93
INV 2881	30/09/2022	Project Management for AGRN1013 works - September 2022	\$402.33
INV 2894	10/10/2022	Construction Management Package 1 - AGRN951	\$28,936.60
EFT54793	18/11/2022	GREENFIELD TECHNICAL SERVICES	\$36,960.00
INV 2905	20/10/2022	Construction Management Package 1 - AGRN951	\$36,960.00
EFT54713	11/11/2022	GUNGALLA MACKAY PTY LTD (ATS ALL-CRETE)	\$4,125.00
INV 34993	05/10/2022	Deliver 50m3 blended topsoil to Derby Depot	\$4,125.00
EFT54714	11/11/2022	HARDMAN ENTERPRISES PTY LTD T/A DERBY PLUMBING AND GAS	\$6,496.60
INV 22104	29/10/2022	Annual Performance Review for CEO	\$6,496.60
EFT54717	11/11/2022	HORIZON POWER - ACCOUNT PAYMENTS	\$21,035.62
INV 162691	07/10/2022	1/636 (Derby oval) Loch Street Derby for 05/08/2022 - 06/10/2022	\$1,508.71
INV 198764	11/10/2022	Lot 128 GN Highway Fitzroy Crossing for 09/09/2022 - 08/10/2022	\$1,715.02
INV 167790	17/10/2022	Lot 1326 Windjana Road, Derby for 13/08/2022 to 14/10/2022	\$705.02
INV 152662	17/10/2022	Lot 1326 Gibb River Road, Derby for 13/08/2022 to 14/10/2022	\$227.20
INV 335373	17/10/2022	7 Millard St, Derby for 13/08/2022 to 14/10/2022	\$1,359.79
INV 416399	17/10/2022	11 Corkwood Court, Derby for 13/08/2022 to 14/10/2022	\$123.31
INV 551713	21/10/2022	1/9 Ashley Street, Derby for 15/09/2022 to 20/10/2022	\$109.25
INV 551723	21/10/2022	4/9 Ashley Street, Derby for 15/09/2022 to 20/10/2022	\$83.97
INV 107820	27/10/2022	A/84 Durack Street, Camballin for 25/08/2022 to 26/10/2022	\$318.21
INV 333902	03/11/2022	24 Loch St, Derby for 05/10/2022 to 02/11/2022	\$689.90
INV 517343	03/11/2022	Loc 26818 Restaurant & Toilets at Wharf Rd, Derby for 05/10/2022 to 02/11/2022	\$181.23
INV 424950	03/11/2022	Lot 26818 Wharf Rd, Derby for 05/10/2022 to 02/11/2022	\$68.36
INV 312249	04/11/2022	Lot 143, Derby Highway for 06/10/2022 to 02/11/2022	\$2,793.96
INV 166519	04/11/2022	Ashley St, Derby for 06/10/2022 to 02/11/2022	\$3,710.86
INV 172452	04/11/2022	Lot 199 Forrest Rd, FX for 06/10/2022 to 02/11/2022	\$3,885.00
INV 321183	04/11/2022	30 Clarendon St, Derby for 06/10/2022 to 02/11/2022	\$3,293.04
INV 432919	04/11/2022	19 Woollybutt, Derby for 05/10/2022 to 02/11/2022	\$262.79
EFT54797	18/11/2022	HORIZON POWER - ACCOUNT PAYMENTS	\$21,485.71
INV 220780	01/11/2022	1120 Streetlights for the period 01/10/2022 to 31/10/2022	\$21,414.67
INV 523100	01/11/2022	CCTV at Baobab Way Derby for 01/10/2022 to 31/10/2022	\$71.04
EFT54798	18/11/2022	INTEGRITY COACHLINES (AUST) PTY LTD	\$215.39
INV 13293	17/10/2022	Bus Ticket	\$215.39
EFT54799	18/11/2022	INTEGRITY MANAGEMENT SOLUTIONS PTY LTD	\$8,800.00
INV 0214	28/09/2022	Attain subscription renewal for 12 months	\$8,800.00
EFT54824	18/11/2022	INTERNATIONAL QUADRATICS PTY LTD	\$257.29
INV 130288	24/08/2022	Supply 6x anti start block rear inspection port	\$257.29
EFT54800	18/11/2022	IPEC PTY LTD	\$1,014.99
INV P69063208	09/10/2022	Customer No #2085564 Transportation Materials	\$300.56
INV P69063287	23/10/2022	Customer No #2085564 Transport Materials	\$422.25
INV 0028-S711760	30/10/2022	Customer No #20884943 Transport Materials	\$292.18
EFT54823	18/11/2022	IXOM	\$253.70
INV 6590721	31/10/2022	October 2022 - Monthly CL2 service fees	\$253.70

EFT54803	18/11/2022	JILA GALLERY	\$189.00
INV 1253	07/10/2022	Catering for Staff Farewell - 8x pizzas	\$189.00
EFT54718	11/11/2022	JILA PLUMBING	\$183.70
INV 5019	21/10/2022	Replace damaged tap & section of copper pipe	\$183.70
EFT54802	18/11/2022	JILL BRAZIL CONSULTING	\$11,461.41
INV 0064	10/11/2022	Mentoring, Training and Onsite Assistance from 31/10/2022 - 11/11/2022	\$11,461.41
EFT54819	18/11/2022	JP GAULT PTY LTD	\$12,094.23
INV 0062	03/11/2022	Cleaning of various Shire locations - October 2022	\$12,094.23
EFT54719	11/11/2022	KEITH BEDFORD	\$1,554.86
INV ALLOW3110	31/10/2022	OCTOBER 2022 COUNCILLOR SITTING FEES	\$1,554.86
EFT54720	11/11/2022	KELSEY JANE CLARK	\$58.70
INV REIMB1910	19/10/2022	Staff Reimbursements	\$58.70
EFT54721	11/11/2022	KEYS THE MOVING SOLUTION	\$7,242.88
INV 752763	18/10/2022	Pet board	\$98.00
INV 752764	18/10/2022	Intrastate moving services - Melville WA to Derby WA	\$7,144.88
EFT54734	11/11/2022	KIMBERLEY COUNTRY DEPARTMENT STORE	\$1,063.85
INV DB36522	04/10/2022	Staff Uniforms	\$923.95
INV DB36869	18/10/2022	Staff Uniforms	\$139.90
EFT54820	18/11/2022	KIMBERLEY COUNTRY DEPARTMENT STORE	\$6,025.82
INV DB35820	28/09/2022	Staff Uniforms	\$973.95
INV DB36269	04/10/2022	Staff Uniforms	\$669.46
INV DB36682	20/10/2022	Staff Uniforms	\$204.80
INV DB36690	20/10/2022	Staff Uniforms	\$164.70
INV DB36692	20/10/2022	Staff Uniforms	\$39.90
INV DB36953	21/10/2022	Staff Uniforms	\$200.00
INV DB36821	22/10/2022	Staff Uniforms	\$221.45
INV DB37022	25/10/2022	Staff Uniforms	\$180.00
INV DB36918	29/10/2022	Staff Uniforms	\$224.83
INV DB36926	29/10/2022	Staff Uniforms	\$169.70
INV DB36889	31/10/2022	Staff Uniforms	\$584.41
INV DB36890	07/11/2022	Staff Uniforms	\$684.95
INV DB36895	07/11/2022	Staff Uniforms	\$843.72
INV DB37157	07/11/2022	Staff Uniforms	\$863.95
EFT54804	18/11/2022	KIMBERLEY FIRE SYSTEMS	\$909.87
INV 16153	28/10/2022	Service firefighting system & pump set	\$909.87
EFT54722	11/11/2022	KIMBERLEY HOME ELECTRICAL	\$439.45
INV 22-00058581	27/09/2022	Supply 11x 2L Acrylic Paint	\$439.45
EFT54723	11/11/2022	KW REFRIGERATION & A/C	\$4,140.00
INV 2631	25/10/2022	Service 4x air-cons at Derby Pool	\$360.00
INV 2632	25/10/2022	Service 5x air-cons at 1 Knowsley Street	\$450.00
INV 2645	27/10/2022	Service 7x air-cons at 7 Tower Place	\$720.00
INV 2661	27/10/2022	Service 7x air-cons at 19A Woollybutt	\$630.00
INV 2663	27/10/2022	Service 4x air-cons at Council Chambers	\$360.00
INV 2646	27/10/2022	Service 2x air-cons at 1/9 Ashley Street	\$180.00
INV 2647	27/10/2022	Service 2x air-cons at 2/9 Ashley Street	\$180.00

INV 2649	27/10/2022	Service 2x air-cons at 3/9 Ashley Street	\$180.00
INV 2650	27/10/2022	Service 2x air-cons at 4/9 Ashley Street	\$180.00
INV 2651	27/10/2022	Service 2x air-cons at 5/9 Ashley Street	\$180.00
INV 2652	27/10/2022	Service 1x air-con at Derby Animal Pound	\$90.00
INV 2655	27/10/2022	Service 2x air-cons at Pres/Council Office	\$180.00
INV 2656	27/10/2022	Service 5x air-cons at 3/20 Clarendon Street	\$450.00
EFT54724	11/11/2022	KW TILT & TOW	\$850.00
INV T147	17/10/2022	Empty Return Trip - abandoned vehicle not located	\$850.00
EFT54785	18/11/2022	LANDGATE (WA LAND INFORMATION AUTHORITY)	\$28.20
INV 1228376	01/11/2022	Copy of Transfer of Land Act Document	\$28.20
EFT54726	11/11/2022	LEAMY CONSTRUCTION	\$9,746.00
INV 5454	26/08/2022	Brolga sculpture construction & installation	\$9,746.00
EFT54727	11/11/2022	LUCINDA SARTORI	\$794.18
INV REIMB2610	26/10/2022	Staff Reimbursements	\$707.18
INV REIMB2810	28/10/2022	Staff Reimbursements	\$87.00
EFT54725	11/11/2022	LUKE LAWRENCE	\$757.12
INV REIMB0111	01/11/2022	Staff Reimbursements	\$757.12
EFT54728	11/11/2022	LYNETTE EVANS	\$1,554.86
INV ALLOW3110	31/10/2022	OCTOBER 2022 COUNCILLOR SITTING FEES	\$1,554.86
EFT54808	18/11/2022	LYNETTE EVANS	\$6,004.49
INV TRAVEL3009	18/10/2022	Travel Reimbursement	\$1,248.48
INV TRAVEL3110	18/10/2022	Travel Reimbursement	\$1,257.01
INV REIMB1711	25/10/2022	Councillor Reimbursement	\$3,499.00
EFT54731	11/11/2022	M & M WALTER CONSULTING	\$3,365.95
INV REIMB1310	13/10/2022	Refund of rates - paid twice for A901051	\$841.49
INV REIMB1311	13/10/2022	Refund of rates - paid twice for A901052	\$783.45
INV REIMB1312	13/10/2022	Refund of rates - paid twice for A901074	\$1,741.01
EFT54812	18/11/2022	MANAGED IT PTY LTD	\$24,773.77
INV 144933	28/10/2022	Supply 2x new desktops and 2x DisplayPort to HDMI adapter	\$2,380.38
INV 145631	01/11/2022	Managed Licenses - November 2022	\$22,393.39
EFT54684	04/11/2022	MARAMARA (WA) PTY LTD	\$290,181.81
INV 25069	30/06/2022	PC07 Area 4 Maintenance Grading	\$156,661.84
INV 25094	31/07/2022	Grading Works - Area 4	\$43,920.51
INV 25095	31/07/2022	Grading Works - Area 2	\$89,599.46
EFT54754	11/11/2022	MARIA MATTHEWS T/as MR & MRS POTATO HEAD	\$1,900.00
INV 97	24/10/2022	Catering for Late Night Program 21/10/2022	\$940.00
INV 98	28/10/2022	Catering for Late Night Program 28/10/2022	\$960.00
EFT54707	11/11/2022	MEGAN NESHODA	\$1,171.89
INV REIMB2610	26/10/2022	Staff Reimbursements	\$939.95
INV REIMB0311	03/11/2022	Utility Subsidy	\$231.94
EFT54810	18/11/2022	METROCOUNT (MICROCOM PTY LTD)	\$12,463.00
INV 031241	20/10/2022	2x RoadPod VT5900 plus and 2x Road field kits	\$12,463.00
EFT54730	11/11/2022	MOORROOL MOORROOL ENTERPRISES	\$5,250.00
INV 1	07/11/2022	Cultural Awareness Training for 17 attendees	\$5,250.00
EFT54809	18/11/2022	MT BARNETT STORE PTY LTD	\$1,038.00

INV 565010	09/11/2022	6x single room accommodation	\$660.00
INV 565027	09/11/2022	129L Diesel for 18KW & 19KW	\$378.00
EFT54732	11/11/2022	NISBETS AUSTRALIA PTY LIMITED	\$230.67
INV 1553762	12/10/2022	Athena Hotel ware Stacking Cup CC200 & Saucer CC202	\$230.67
EFT54733	11/11/2022	NORTH WEST LOCKSMITH	\$80.00
INV 26878	27/10/2022	Program key for 13KW	\$80.00
EFT54815	18/11/2022	NORTH WEST LOCKSMITH	\$392.00
INV 26920	02/10/2022	Restricted Padlock Abus 83/45 Z - KL083 B5	\$79.00
INV 26766	12/10/2022	Replacement keys NW047, KL183 and NW222	\$204.00
INV 26919	02/11/2022	Restricted Carbine double sided deadbolt	\$109.00
EFT54816	18/11/2022	NORWESCOM TELECOMMUNICATIONS	\$3,445.40
INV 51210	05/10/2022	Replace external strobe & main board & test	\$3,040.60
INV 51261	06/10/2022	Alarm Monitoring for Fitzroy Crossing: Oct - Dec 2022	\$202.40
INV 51262	06/10/2022	Alarm Monitoring for Derby: Oct - Dec 2022	\$202.40
EFT54818	18/11/2022	OAKS BROOME	\$2,432.00
INV 22282003	10/11/2022	Staff Accommodation	\$1,216.00
INV 22282007	10/11/2022	Staff Accommodation	\$1,216.00
EFT54771	18/11/2022	OFFICE NATIONAL BROOME (THE BOSS SHOP)	\$268.61
INV 1042208	29/07/2022	Service Contract/Monthly copy and printing charges - July 22	\$268.61
EFT54821	18/11/2022	OFFICE STAR	\$2,580.82
INV 59721	30/08/2022	Service Agreement for Ricoh ID 791	\$533.72
INV 60093	26/10/2022	Service agreement for Ricoh ID #791	\$775.72
INV 60127	27/10/2022	Service agreement for Ricoh ID #643	\$1,004.52
INV 60128	27/10/2022	Service agreement for Ricoh ID #790	\$266.86
EFT54736	11/11/2022	OFFICEWORKS LTD	\$318.95
INV 603205750	06/10/2022	Supply office chair for L Gaviria	\$318.95
EFT54817	18/11/2022	ORD AGRICULTURAL EQUIPMENT	\$2,643.50
INV OA13457	06/10/2022	Supply belts, plates, housing, hook, nuts & bolts	\$2,643.50
EFT54735	11/11/2022	OSIRIS FUNERALS	\$1,000.00
INV REIMB2010	20/10/2022	Refund - Saturday burial changed to Thursday	\$1,000.00
EFT54814	18/11/2022	OUTBACK ELECTRICAL & AIRCON SERVICES	\$143.00
INV 6466	03/11/2022	Disconnect Damaged AC unit at Derby Youth Centre	\$143.00
EFT54741	11/11/2022	PATRICIA LISA RILEY	\$1,554.86
INV ALLOW3110	31/10/2022	OCTOBER 2022 COUNCILLOR SITTING FEES	\$1,554.86
EFT54712	11/11/2022	PAUL GOSS	\$283.82
INV REIMB2810	28/10/2022	Utility Subsidy	\$283.82
EFT54742	11/11/2022	PAUL LESLIE WHITE	\$1,554.86
INV ALLOW3110	31/10/2022	OCTOBER 2022 COUNCILLOR SITTING FEES	\$1,554.86
EFT54738	11/11/2022	PEARL COAST DISTRIBUTORS	\$1,083.38
INV SI123318	13/10/2022	Supply various ice cream cartons	\$1,083.38
EFT54737	11/11/2022	PETER BUNWORTH	\$1,151.67
INV REIMB1810	18/10/2022	Utility Subsidy	\$1,151.67
EFT54739	11/11/2022	PETER JOHN MCCUMSTIE	\$2,861.67
INV ALLOW3110	31/10/2022	OCTOBER 2022 COUNCILLOR SITTING FEES	\$2,861.67
EFT54740	11/11/2022	PORTABLE PARTITIONS AUSTRALIA PTY LTD	\$5,625.00

INV 8280	12/10/2022	Portable room dividers for KAP (2x3 partitions + 1x5 partition)	\$5,625.00
EFT54745	11/11/2022	RANGER CONTRACTING SERVICES WA	\$7,408.52
INV 2022001	10/10/2022	Relief Ranger Services	\$7,408.52
EFT54744	11/11/2022	RED SAND SPARES	\$818.40
INV 22-00001413	13/10/2022	Supply 8x ratchet straps & binders	\$818.40
EFT54813	18/11/2022	RIGHT METAL FENCING PTY LTD	\$30,320.40
INV 8918SM	31/10/2022	110m custom colorbond fencing with posts, rails and gates	\$30,320.40
EFT54743	11/11/2022	ROBERT SIMONS	\$456.31
INV REIMB1810	18/10/2022	Utility Subsidy	\$456.31
EFT54750	11/11/2022	ROWAN SCOTT	\$2,477.65
INV REIMB2610	26/10/2022	Staff Reimbursements	\$201.70
INV REIMB2611	26/10/2022	Staff Reimbursements	\$1,009.48
INV REIMB2612	26/10/2022	Staff Reimbursements	\$144.00
INV REIMB3110	31/10/2022	Staff Reimbursements	\$1,122.47
EFT54747	11/11/2022	ROWENA MOUDA	\$1,554.86
INV ALLOW3110	31/10/2022	OCTOBER 2022 COUNCILLOR SITTING FEES	\$1,554.86
EFT54749	11/11/2022	ROYAL LIFE SAVING SOCIETY WA	\$159.00
INV 146993	21/10/2022	Pool Lifeguard Requalification for P Millar	\$159.00
EFT54825	18/11/2022	ROYAL LIFE SAVING SOCIETY WA	\$650.80
INV 178061	25/08/2022	Supply defib battery, adult smart pads & child smart pads	\$532.00
INV 146088	30/09/2022	Administration fee x6 - Bronze Medallion Class	\$118.80
EFT54746	11/11/2022	RUVIMBO MUKUCHAMANO	\$1,397.00
INV REIMB2610	26/10/2022	Staff Reimbursements	\$720.00
INV REIMB0711	07/11/2022	Staff Reimbursements	\$677.00
EFT54751	11/11/2022	SAMPEY MEATS	\$130.00
INV 20674	11/10/2022	100x chicken kebabs for FX Mental Health Week	\$130.00
EFT54752	11/11/2022	SARAH SMITH	\$428.66
INV REIMB1810	18/10/2022	Utility Subsidy	\$428.66
EFT54753	11/11/2022	SPORTSPOWER BROOME	\$342.00
INV 22-00029164	19/10/2022	Supply 2x 10pk Sherrin bibs and set of soccer goals	\$342.00
EFT54775	18/11/2022	STACEY DAVIES	\$545.67
INV REIMB1111	11/11/2022	Utility Subsidy	\$545.67
EFT54755	11/11/2022	TARUNDA SUPERMARKET	\$344.81
INV 50129398	19/10/2022	Food supplies	\$344.81
EFT54828	18/11/2022	TARUNDA SUPERMARKET	\$151.53
INV 10117355	07/10/2022	Staff amenities for Fitzroy Crossing Visitor Centre	\$79.78
INV 10123935	25/10/2022	7x 24x600ml Frantelle Spring Water for FXVC	\$71.75
EFT54826	18/11/2022	TELSTRA CORPORATION	\$2,915.17
INV 4275260919	02/10/2022	Mobile Service - October 2022	\$67.52
INV 0463459000	12/10/2022	Landline and Internet - October 2022	\$2,329.71
INV 1718873800	27/10/2022	Services and equipment rental to 19/11/2022	\$74.94
INV 4275260810	27/10/2022	Satellite Phone - October 2022	\$405.00
INV 4275260919	02/11/2022	Mobile Service - October 2022	\$38.00
EFT54692	11/11/2022	THE BROOME CHAMBER OF COMMERCE	\$605.00
INV 1665447541	11/10/2022	Kimberley Forum Registration	\$605.00

EFT54792	18/11/2022	THE FITZROY RIVER LODGE	\$240.00
INV 326464	14/10/2022	Salads for Muludja Community Blue Light Disco 14/10/2022	\$240.00
EFT54806	18/11/2022	THE PIER GROUP PTY LTD T/AS CS LEGAL	\$3,683.82
INV 31452	31/10/2022	Professional Fees - Rates	\$3,683.82
EFT54756	11/11/2022	TRAVELWORLD BROOME	\$1,359.63
INV I000035921	21/10/2022	Staff Flights and accommodation	\$1,359.63
EFT54805	18/11/2022	TUFFY'S PTY LTD T/A KIMBERLEY WASHROOM SERVICES	\$440.00
INV 8328	21/10/2022	Supply and service sanitary units	\$440.00
EFT54758	11/11/2022	TYREPOWER DERBY	\$3,543.20
INV 116246	26/10/2022	Supply 4x 12.5-18 BKT tyres and fitting	\$3,543.20
EFT54759	11/11/2022	VANDERFIELD - RDO EQUIPMENT PTY LTD	\$1,733.95
INV PF1816	27/10/2022	Supply parts to replace left hand side door	\$1,733.95
EFT54829	18/11/2022	WATER CORPORATION	\$48,238.78
INV 9018700655	03/05/2022	Centre at Flynn Drive FX Lot 302 Res 36824 for 01/05/22 to 30/06/2022	\$474.10
INV 90069735053	17/05/2022	Toilets at 49-55 Clarendon St, Derby for 15/03/2022 - 16/05/2022	\$227.64
INV 9017886750	20/07/2022	Amenities at Jetty Rd, Derby for 16/05/2022 - 19/07/2022	\$8.19
INV 9006973883	20/07/2022	Swimming Pool at 11 Johnston St, Derby for 16/05/2022 - 19/07/2022	\$5,787.20
INV 9006973947	20/07/2022	Youth Centre at Hardman St, Derby for 16/05/2022 - 19/07/2022	\$2,065.09
INV 9006973840	20/07/2022	Offices at 24 Loch St, Derby for 16/05/2022 - 19/07/2022	\$1,295.85
INV 9006973875	20/07/2022	Offices at 30 Loch St, Derby for 16/05/2022 - 19/07/2022	\$3,207.89
INV 9006973891	20/07/2022	Infant Health Centre at 36 Loch St, Derby for 16/05/2022 - 19/07/2022	\$52.92
INV 9006973904	20/07/2022	Library at 30-34 Loch St, Derby for 16/05/2022 - 19/07/2022	\$364.95
INV 9006973699	20/07/2022	Museum at 3 Loch St, Derby for 16/05/2022 - 19/07/2022	\$473.19
INV 9006978422	21/07/2022	House at 11 Hanson St, Derby for 17/05/2022 - 20/07/2022	\$539.98
INV 9006979679	21/07/2022	Reserve at 6-8 Rowell Ct, Derby for 17/05/2022 - 20/07/2022	\$2,793.42
INV 9006985833	21/07/2022	Medium Strip Road Verge at 1 Clarendon St, Derby for 17/05/2022 - 20/07/2022	\$180.11
INV 9006985841	21/07/2022	Medium Strip Garden at 1 Clarendon St, Derby for 17/05/2022 - 20/07/2022	\$523.22
INV 9009765414	21/07/2022	Duplex Unit at 4A Rowell Ct, Derby for 20/05/2022 - 21/07/2022	\$310.12
INV 9009765422	21/07/2022	Duplex Unit at 4B Rowell Ct, Derby for 20/05/2022 - 21/07/2022	\$316.76
INV 9021175409	21/07/2022	Unit 1 / 20 Clarendon St, Derby for 17/05/2022 - 20/07/2022	\$384.58
INV 9021175433	21/07/2022	Unit 2 / 20 Clarendon St, Derby for 17/05/2022 - 20/07/2022	\$305.81
INV 9021175417	21/07/2022	Unit 3 / 20 Clarendon St, Derby for 17/05/2022 - 20/07/2022	\$373.37
INV 9021175425	21/07/2022	Unit 4 / 20 Clarendon St, Derby for 17/05/2022 - 20/07/2022	\$329.32
INV 9021175396	21/07/2022	Unit 5 / 20 Clarendon St, Derby for 17/05/2022 - 20/07/2022	\$341.72
INV 9021175329	21/07/2022	Unit 6 / 20 Clarendon St, Derby for 17/05/2022 - 20/07/2022	\$340.88
INV 9022168905	21/07/2022	Add Service Res at 20 Clarendon St, Derby for 17/05/2022 - 20/07/2022	\$124.59
INV 9008757359	22/07/2022	8 Kurrajong Loop, Derby for 20/05/2022 - 21/07/2022	\$891.57
INV 9020549317	22/07/2022	19 Woollybutt Crn, Derby (Strata Lot 1) for 20/05/2022 - 21/07/2022	\$389.53
INV 9008757615	22/07/2022	19 Woollybutt Crn, Derby (Strata Lot 2) for 20/05/2022 - 21/07/2022	\$388.46
INV 9008757703	22/07/2022	4 Woollybutt Crn, Derby for 20/05/2022 - 21/07/2022	\$265.93
INV 9012616903	22/07/2022	14A (16) Bloodwood Cr, Derby for 20/05/2022 - 21/07/2022	\$1,056.29
INV 9012616911	22/07/2022	14B Bloodwood Cr, Derby for 20/05/2022 - 21/07/2022	\$1,121.53
INV 9016645795	22/07/2022	Reserve at 8 Coolibah Wy, Derby for 20/05/2022 - 21/07/2022	\$2,395.94
INV 9018685299	22/07/2022	Reserve at Corkwood Ct, Derby for 20/05/2022 - 21/07/2022	\$1,182.37

INV 9018007711	22/07/2022	Reserve at Pandanas Way, Derby for 20/05/2022 - 21/07/2022	\$900.22
INV 9006986051	25/07/2022	Unit A / 20 Macdonald Wy, Fitzroy Crossing for 19/05/2022 - 22/07/2022	\$371.17
INV 9006986414	25/07/2022	101 Fallon Rd, Fitzroy Crossing for 19/05/2022 - 22/07/2022	\$1,319.93
INV 9006986481	25/07/2022	Toilets at Flynn Dr, Fitzroy Crossing for 19/05/2022 - 22/07/2022	\$2,167.50
INV 9006986908	25/07/2022	175L Emanuel Wy, Fitzroy Crossing for 19/05/2022 - 22/07/2022	\$174.20
INV 9006987783	25/07/2022	Tourist Bureau at Flynn Dr, Fitzroy Crossing for 19/05/2022 - 22/07/2022	\$599.37
INV 9011140114	25/07/2022	Trickle Irrigation at Forrest Rd, Fitzroy Crossing for 21/05/2022 - 23/07/2022	\$49.76
INV 9017391459	25/07/2022	Unit 1 / 74 Fallon Rd, Fitzroy Crossing for 20/05/2022 - 21/07/2022	\$287.15
INV 9017391475	25/07/2022	Unit 3 / 74 Fallon Rd, Fitzroy Crossing for 20/05/2022 - 21/07/2022	\$898.59
INV 9006978123	26/07/2022	Cemetery at 27017 Wodehouse St, Derby for 21/05/2022 - 23/07/2022	\$1,265.38
INV 9006981445	26/07/2022	7 Tower Pl, Derby for 21/05/2022 - 23/07/2022	\$1,181.57
INV 9006981517	26/07/2022	6 Tower Pl, Derby for 21/05/2022 - 23/07/2022	\$549.15
INV 9006981541	26/07/2022	2 Wodehouse St, Derby for 21/05/2022 - 23/07/2022	\$277.40
INV 9006983547	26/07/2022	Centre at 63-65 Ashley St, Derby for 21/05/2022 - 23/07/2022	\$3,764.82
INV 9006983598	26/07/2022	Centre at 53 Ashley St, Derby for 21/05/2022 - 23/07/2022	\$55.22
INV 9006984048	26/07/2022	Depot at 1-7 Millard St, Derby for 21/05/2022 - 23/07/2022	\$153.21
INV 9006984507	26/07/2022	Speedway at Derby Hwy for 18/05/2022 - 23/07/2022	\$786.20
INV 9009945968	26/07/2022	Unit A / 13 Holman St, Derby for 21/05/2022 - 23/07/2022	\$371.38
INV 9009945976	26/07/2022	Unit B / 13 Holman St, Derby for 21/05/2022 - 23/07/2022	\$311.40
INV 9011212376	26/07/2022	Reserve at Steel St, Derby for 21/05/2022 - 23/07/2022	\$2,433.71
INV 9006976646	26/07/2022	Lytton Park 142 Loch St. Derby for 21/05/2022 - 23/07/2022	\$173.69
INV 9006974368	26/07/2022	Toilets at 153 Loch St, Derby for 21/05/2022 - 23/07/2022	\$50.19
INV 9006974376	26/07/2022	Sports Complex at 153 Loch St, Derby for 21/05/2022 - 23/07/2022	\$1,269.95
INV 9018700655	02/09/2022	Flynn Dr Fitzroy Crossing Lot 302 Res 36824 for 01/09/2022-31/10/2022	\$249.27
INV 9015670665	25/10/2022	B / 20 Macdonald Wy, Fitzroy Crossing for 20/05/2022 - 21/07/2022	\$264.90
EFT54830	18/11/2022	WATERTORQUE GROUP PTY LTD	\$34,983.30
INV WT0014378	08/08/2022	Supply & install Pioneer GT250 water tank, mobilisation & demobilisation	\$34,983.30
EFT54807	18/11/2022	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	\$1,420.00
INV SI-002369	12/10/2022	WALGA 2022 registration, AGM, gala & breakfast	\$1,420.00
EFT54779	18/11/2022	WINC	\$485.23
INV 9040441047	28/09/2022	Stationery	\$457.23
INV 9040550277	11/10/2022	Stationery	\$28.00
EFT54761	11/11/2022	WOOLWORTHS PTY LIMITED	\$60.78
INV 4516864	30/09/2022	6x 24x600ml Spring Water pack	\$60.78
EFT54831	18/11/2022	YOUNG'S EARTHMOVING PTY LTD	\$77,663.30
INV 2688	25/10/2022	AGRN 951 - Flood Damage Reinstatement Works	\$77,663.30
		TOTAL	\$1,223,287.40

FEE PAYMENTS

PAYMENT ID	DATE	CREDITOR / INVOICE DETAILS	AMOUNT
938	15/11/2022	BEX - BPOINT FEES	\$31.38
524	01/11/2022	CBA - CBA POS FEE	\$5.00

524	01/11/2022	CBA - CBA POS FEE	\$48.00
938	01/11/2022	CMD - CHEQUE OR MERCHANT DEPOSITS FEE	\$4.20
938	02/11/2022	DOT - DOT PAYMENT	\$2,416.45
938	03/11/2022	DOT - DOT PAYMENT	\$1,599.30
938	04/11/2022	DOT - DOT PAYMENT	\$2,058.70
938	07/11/2022	DOT - DOT PAYMENT	\$795.10
938	08/11/2022	DOT - DOT PAYMENT	\$2,099.50
938	10/11/2022	DOT - DOT PAYMENT	\$3,957.95
938	14/11/2022	DOT - DOT PAYMENT	\$2,676.80
938	21/11/2022	DOT - DOT PAYMENT	\$1,465.60
938	23/11/2022	DOT - DOT PAYMENT	\$3,125.45
938	24/11/2022	DOT - DOT PAYMENT	\$4,537.90
938	09/11/2022	DOT - DOT PAYMENT	\$1,446.65
938	11/11/2022	DOT - DOT PAYMENT	\$3,998.70
938	15/11/2022	DOT - DOT PAYMENT	\$1,522.00
938	16/11/2022	DOT - DOT PAYMENT	\$993.55
938	17/11/2022	DOT - DOT PAYMENT	\$668.65
938	18/11/2022	DOT - DOT PAYMENT	\$5,121.00
938	22/11/2022	DOT - DOT PAYMENT	\$3,170.70
938	01/11/2022	DOT - DOT PAYMENT	\$3,404.50
938	07/11/2022	EXC - EXCESS TRANSACTIONS FEE	\$77.00
938	07/11/2022	EXC - EXCESS TRANSACTIONS FEE	\$149.38
938	01/11/2022	EXC - EXCESS TRANSACTIONS FEE	\$42.75
938	01/11/2022	EXC - EXCESS TRANSACTIONS FEE	\$74.00
938	01/11/2022	EXC - EXCESS TRANSACTIONS FEE	\$15.20
938	03/11/2022	GHA - GREYHOUND AUSTRALIA	\$1,538.32
938	10/11/2022	GHA - GREYHOUND AUSTRALIA	\$1,684.00
938	07/11/2022	IINET - IINET 225211599 (\$109.99)	\$109.99
938	01/11/2022	MER - MERCHANT FEES	\$29.95
938	03/11/2022	MER - MERCHANT FEES	\$99.71
938	03/11/2022	MER - MERCHANT FEES	\$405.81
938	01/11/2022	MER - MERCHANT FEES	\$32.00
938	01/11/2022	MER - MERCHANT FEES	\$184.28
DD20521.1	07/11/2022	ANZ COMMERCIAL CARD SERVICES CENTRE	\$16,243.76
INV ANZ AOH	07/11/2022	Commercial Credit Card for 13/09/22 - 12/10/22	\$17,373.61
INV ANZ WNE	07/11/2022	Commercial Credit Card for 13/09/22 - 12/10/22	\$997.04
INV ANZ CTM	07/11/2022	Commercial Credit Card for 13/09/22 - 12/10/22	\$5.00
INV DEC - CREDITS	07/11/2022	Credits Received in the month of November	-\$2,131.89
DD20525.1	23/11/2022	ANZ COMMERCIAL CARD SERVICES CENTRE	\$26,054.18
INV 23112022	23/11/2022	Advance Payment - ANZ Credit Card	\$26,054.18
DD20507.15	22/11/2022	AUSTRALIAN SUPER	\$5,177.73
INV DEDUCTION	22/11/2022	Payroll Deductions	\$888.89
INV SUPER	22/11/2022	Superannuation	\$4,288.84
DD20507.11	22/11/2022	AUSTRALIANSUPER	\$461.88

INV SUPER	22/11/2022	Superannuation	\$461.88
DD20507.1	22/11/2022	AWARE SUPER	\$28,951.91
INV SUPER	22/11/2022	Superannuation	\$23,702.31
INV DEDUCTION	22/11/2022	Payroll Deductions	\$5,249.60
DD20507.6	22/11/2022	CBUS SUPERANNUATION	\$922.18
INV SUPER	22/11/2022	Superannuation	\$658.70
INV DEDUCTION	22/11/2022	Payroll Deductions	\$263.48
DD20507.16	22/11/2022	COLONIAL FIRST STATE INVESTMENTS LIMITED	\$450.80
INV DEDUCTION	22/11/2022	Payroll Deductions	\$109.95
INV SUPER	22/11/2022	Superannuation	\$340.85
DD20507.5	22/11/2022	ESSENTIAL SUPER	\$808.55
INV SUPER	22/11/2022	Superannuation	\$661.54
INV DEDUCTION	22/11/2022	Payroll Deductions	\$147.01
DD20507.2	22/11/2022	FIRSTWRAP PLUS SUPER AND PENSION	\$1,154.16
INV SUPER	22/11/2022	Superannuation	\$824.40
INV DEDUCTION	22/11/2022	Payroll Deductions	\$329.76
DD20507.18	22/11/2022	FORMULAE1 PTY LTD ATF ISAIAH4110 SUPERANNUATION FUND	\$348.39
INV DEDUCTION	22/11/2022	Payroll Deductions	\$99.54
INV SUPER	22/11/2022	Superannuation	\$248.85
DD20507.21	22/11/2022	GUILD SUPER	\$337.19
INV SUPER	22/11/2022	Superannuation	\$337.19
DD20507.17	22/11/2022	HOST PLUS SUPERANNUATION FUND	\$2,981.10
INV DEDUCTION	22/11/2022	Payroll Deductions	\$800.00
INV SUPER	22/11/2022	Superannuation	\$2,181.10
DD20507.7	22/11/2022	IOOF PORTOFOLIO SERVICE SUPERANNUATION FUND	\$726.94
INV SUPER	22/11/2022	Superannuation	\$519.24
INV DEDUCTION	22/11/2022	Payroll Deductions	\$207.70
DD20507.3	22/11/2022	MACQUARIE WRAP EMPLOYER SUPERANNUATION	\$351.71
INV SUPER	22/11/2022	Superannuation	\$351.71
DD20507.19	22/11/2022	MLC MASTERKEY SUPER	\$338.40
INV SUPER	22/11/2022	Superannuation	\$338.40
DD20507.9	22/11/2022	MLC SUPER FUND	\$359.86
INV SUPER	22/11/2022	Superannuation	\$359.86
DD20507.4	22/11/2022	Q SUPER	\$197.43
INV SUPER	22/11/2022	Superannuation	\$197.43
DD20507.12	22/11/2022	REST SUPERANNUATION	\$3,102.41
INV SUPER	22/11/2022	Superannuation	\$2,565.02
INV DEDUCTION	22/11/2022	Payroll Deductions	\$537.39
DD20507.8	22/11/2022	STUDENT SUPER PROFESSIONAL SUPER	\$257.38
INV SUPER	22/11/2022	Superannuation	\$257.38
DD20507.20	22/11/2022	SUNSUPER SUPERANNUATION FUND	\$827.60
INV SUPER	22/11/2022	Superannuation	\$827.60
DD20507.10	22/11/2022	SUPERESTATE	\$161.46
INV SUPER	22/11/2022	Superannuation	\$161.46
DD20507.13	22/11/2022	THE EQUISUPER SUPERANNUATION FUND	\$289.24

INV SUPER	22/11/2022	Superannuation	\$289.24
DD20514.1	21/11/2022	THE SHELL COMPANY OF AUSTRALIA LIMITED	\$1,657.64
INV FUEL - OCT22	31/10/2022	Shell Fuel - Oct 2022	\$1,657.64
DD20507.14	22/11/2022	THE TRUSTEE FOR SUPER RETIREMENT FUND SELECT SUPER	\$769.27
INV SUPER	22/11/2022	Superannuation	\$549.48
INV DEDUCTION	22/11/2022	Payroll Deductions	\$219.79
NET PAY	8/11/2022	Payroll	\$247,008.80
NET PAY	22/11/2022	Payroll	\$224,261.42
		TOTAL	\$613,790.86

**The Shire Of Derby / West Kimberley
ANZ Corporate Credit Card Reconciliation
Period Reporting: 13/09/22 - 12/10/22**

Card Holder : Amanda O'Halloran									
Date	Transaction Description	GST (Y/N)	Amount (GST Excl)	GST	Amount (GST Incl)	Account	Receipt Provided	Comments	
12/10/2022	FITZROY HARDWARE PTY FITZROY CROSS	Y	\$ 72.73	\$ 7.27	\$ 80.00	80034	Yes	New Kettle for FX Short Stay	
12/10/2022	FITZROY HARDWARE PTY FITZROY CROSS	Y	\$ 20.00	\$ 2.00	\$ 22.00	80034	Yes	Repairs at FX Short Stay accommodation	
7/10/2022	GM CABS PTY LTD MASCOT	Y	\$ 28.64	\$ 2.86	\$ 31.50	EX08-297-2100	Yes	CEO Parking KRG Meeting	
5/10/2022	Crown Metropol Perth Burswood	Y	\$ 687.62	\$ 68.76	\$ 756.38	EX08-297-2100	Yes	Accommodation CEO - Local Government Convention & KRG	
3/10/2022	T & K MIN'S PTY LTD DERBY	Y	\$ 45.45	\$ 4.55	\$ 50.00	EPO025-298-2101	Yes	Bread rolls for sundowner to welcome new staff and farewell Chloe	
3/10/2022	WOOLWORTHS/131-135 LOCH S DERBY	Y	\$ 57.91	\$ 2.65	\$ 60.56	EPO025-298-2101	Yes	Supplies for the sundowner function to welcome new staff and farewell Chloe	
3/10/2022	EUROPCAR PREPAID TULLAMARINE	Y	\$ 674.66	\$ 67.47	\$ 742.13	EX08-297-2100	Yes	CEO Car Hire - W ALGA Local Government Convention and KRG	
3/10/2022	Hotel at Booking.com Sydney	N	-\$ 273.00	0	-\$ 273.00	193401010	Yes	Credit - Accommodation for Geoff Haerewa - Landforce Conference - Brisbane - 4-9 October 2022	
3/10/2022	WA LOCAL GOVERNMENT AS WEST LEEDERVI	N	-\$ 140.00	0	-\$ 140.00	193401010	Yes	Credit - Cancelled booking Aboriginal Engagement and Reconciliation Forum CEO	
30/09/2022	WOOLWORTHS/131-135 LOCH S DERBY	Y	\$ 28.50	\$ 2.85	\$ 31.35	EPO025-298-2101	Yes	Supplies for the sundowner function to welcome new staff and farewell Chloe (File Note)	
30/09/2022	QANTAS AIRWAYS LTD (MO Mascot	Y	\$ 204.49	\$ 20.45	\$ 224.94	120401090.2100	Yes	Amended Flights for Geoff Haerewa - Landforce Conference - Perth to Brisbane - 4-9 October 2022 To be reimbursed	
30/09/2022	QANTAS AIRWAYS LTD (EC Mascot	Y	\$ 927.14	\$ 92.71	\$ 1,019.85	120401090.2100	Yes	Flights for Geoff Haerewa to Hobart from Perth - 1 Nov 2022 - 4 Nov 2022 for the ALGA 2022 National Local Roads and Transport Congress (2-3 November)	
30/09/2022	QANTAS AIRWAYS LTD (EC Mascot	Y	\$ 825.07	\$ 82.51	\$ 907.58	120401090.2100	Yes	Flights for Geoff Haerewa from Broome to Perth (return) 30 October - 7 November for the ALGA 2022 National Local Roads and Transport Congress (2-3 November)	
29/09/2022	BP ROEBUCK RH 6708 ROEBUCK	Y	\$ 40.95	\$ 4.10	\$ 45.05	P226.261.2261	Yes	Fuel KW01	
28/09/2022	QANTAS AIRWAYS LTD (EC Mascot	N	-\$ 40.41	0	-\$ 40.41	193401010	Yes	Credit on cancelled flight - Flight for Geoff Haerewa - North West Defence Alliance - Sunday, 21 August 2022 - balance to be reimbursed by NWDA	
26/09/2022	VIRGIN AUSTR7952180081257 BRISBANE	Y	\$ 695.45	\$ 69.55	\$ 765.00	120401090.2100	Yes	Flights for Geoff Haerewa from Broome to Perth on 2 October 2022 for the WALGA AGM and Local Government Week in Perth (2-4 October)	
26/09/2022	VIRGIN AUSTR7954400816710 BRISBANE	Y	\$ 6.54	\$ 0.65	\$ 7.19	120401090.2100	Yes	Payment surcharge - Flights for Geoff Haerewa from Broome to Perth on 2 October 2022 for the WALGA AGM and Local Government Week in Perth (2-4 October)	
26/09/2022	AVIAIR PTY LTD KUNUNURRA	Y	\$ 216.36	\$ 21.64	\$ 238.00	120401090.2100	Yes	Flights for Geoff Haerewa Derby to Broome (return) 28 Nov-5 Dec 2022 for WA Major Project Conference (29-30 Nov) and Minister meetings	
26/09/2022	QANTAS AIRWAYS LTD (EC Mascot	Y	\$ 530.82	\$ 53.08	\$ 583.90	120401090.2100	Yes	Flights for Geoff Haerewa from Broome to Perth (return) 28 Nov - 5 Dec 2022 for WA Major Project Conference (29-30 Nov) and Minister meetings	
26/09/2022	LUP TIX LAND FORCE BRISBANE	Y	\$ 286.36	\$ 28.64	\$ 315.00	120401090.2100	Yes	Registration for Geoff Haerewa to attend the LAND FORCES 2022 International Land Defence Exposition in Brisbane (to be reimbursed by NWDA)	
26/09/2022	LUP TIX LAND FORCE BRISBANE	Y	\$ 286.36	\$ 28.64	\$ 315.00	120401090.2100	Yes	Registration for Michael Hadlow to attend the LAND FORCES 2022 International Land Defence Exposition in Brisbane (to be reimbursed by NWDA)	
26/09/2022	Hotel at Booking.com Sydney	Y	\$ 634.55	\$ 63.45	\$ 698.00	120401090.2100	Yes	Accommodation in Brisbane for Michael Hadlow (4-6 October) - Land Forces Army Conference (to be reimbursed by NWDA)	
26/09/2022	Hotel at Booking.com Sydney	Y	\$ 1,226.36	\$ 122.64	\$ 1,349.00	120401090.2100	Yes	Accommodation for Geoff Haerewa - Landforce Conference - Brisbane - 4-9 October 2022 to be reimbursed	
26/09/2022	MANGROVE RESORT BROOME	Y	\$ 1,723.25	\$ 2.35	\$ 1,725.60	PC06-297-2100	Yes	LG Professionals Regional Professional Development Conference and Management Challenge	
23/09/2022	WANEWS DTI Osborne Park	Y	\$ 76.36	\$ 7.64	\$ 84.00	121402410.2100	Yes	Subscription West Australian Newspaper	
23/09/2022	QANTAS AIRWAYS LTD (EC Mascot	Y	\$ 927.38	\$ 92.74	\$ 1,020.12	EX08-297-2100	Yes	Flight for Neil Hartley 10/10/2022 - 14/10/2022 Perth Broome return	
23/09/2022	AVIAIR PTY LTD KUNUNURRA	Y	\$ 216.36	\$ 21.64	\$ 238.00	EX08-297-2100	Yes	Flight for Neil Hartley 10/10/2022 - 14/10/2022 Broome-Derby return	
23/09/2022	EXPOTRADE AUSTRALIA PT WHEELERS HILL	Y	\$ 1,221.00	\$ 122.10	\$ 1,343.10	120401090.2100	Yes	Registration for Geoff Haerewa - WA Major Projects Conference 2022 WAMP2022	
21/09/2022	VELOCITY MOTEL KARRATHA	Y	\$ 729.65	\$ 72.97	\$ 802.62	120401090.2100	Yes	Accommodation for Geoff Haerewa in Karratha for North West Defence Alliance (to be reimbursed by NWDA)	
19/09/2022	WOOLWORTHS/131-135 LOCH S DERBY	Y	\$ 46.59	\$ 4.66	\$ 51.25	B0001-298-2101	Yes	Storage containers Council Chambers	
19/09/2022	Hotel at Booking.com Sydney	Y	\$ 1,063.64	\$ 106.36	\$ 1,170.00	EX08-297-2100	Yes	Double booking - See File Note	
19/09/2022	WOOLWORTHS/131-135 LOCH S DERBY	Y	\$ 129.82	\$ 12.98	\$ 142.80	EPO025-298-2101	Yes	Supplies/Refreshments for Chambers	
19/09/2022	LOCAL GOVERNMENT MANA EAST PERTH	Y	\$ 1,227.27	\$ 122.73	\$ 1,350.00	EX08-297-2100	Yes	LGPWA State Conf A Dexter	
16/09/2022	BUDGET RENT A CAR MASCOT	Y	\$ 545.37	\$ 54.54	\$ 599.91	EX08-297-2100	Yes	Cancelled - No refund or credit - File Note attached	
16/09/2022	QANTAS AIRWAYS LTD (EC Mascot	Y	\$ 548.89	\$ 54.89	\$ 603.78	EX08-297-2100	Yes	LG Pro conference November - CEO	
19/09/2022	QANTAS AIRWAYS LTD (EC Mascot	N	-\$ 386.68	0	-\$ 386.68	193401010	Yes	Credit - Flight for Geoff Haerewa - Perth to Canberra - National General Assembly Canberra - June 22 (Cancelled re-booked on 25-May - credit note #5CJULQ)	
TOTAL \$					16,533.52				

Card Holder : Wayne Neate								
Date	Transaction Description	GST (Y/N)	Amount (GST Excl)	GST	Amount (GST Incl)	Account	Receipt Provided	Comments
7/10/2022	Vistaprint Australia PTY Derrimut	Y	\$ 536.22	\$ 53.62	\$ 589.84	121402100 2101	Yes	8 x Sets of magnets for vehicles
16/09/2022	SEEK AU 49371375 MELBOURNE	Y	\$ 255.00	\$ 25.50	\$ 280.50	121403050 2003	Yes	Advertisement - Manager of Infrastructure
16/09/2022	SHIRE OF DERBY WEST KI DERBY	Y	\$ 115.18	\$ 11.52	\$ 126.70	P129	Yes	Remake of plates 2KW
TOTAL \$					997.04			

Card Holder : Christie Mildenhall								
Date	Transaction Description	GST (Y/N)	Amount (GST Excl)	GST	Amount (GST Incl)	Account	Receipt Provided	Comments
19/09/2022	DERBY BETTA HOME LIVIN DERBY	Y	\$ 4.55	\$ 0.45	\$ 5.00	120402870 2101	Yes	Black ribbon for Queen's photo
TOTAL \$					5.00			

TOTAL PURCHASES FOR ABOVE STATED PERIOD \$ 17,535.56
PAYMENTS AND OTHER CREDITS -\$ 840.09 *Credits Received during this statement period*
INTEREST CHARGES \$ -
CLOSING BALANCE \$ 18,375.65

Australia and New Zealand Banking Group Limited (ANZ) ABN 11 005 357 522. Australian Credit Licence No. 234527.



ANZ BUSINESS ONE

STATEMENT PERIOD: 13/09/22 to 12/10/22

ACCOUNT NUMBER:

📞 Cards Enquiries: 13 10 06 Lost/Stolen Cards: 1800 033 844

SHIRE OF DERBY WEST KIMBERLEY
 SHIRE OF DERBY
 THE DIRECTOR
 C/O SHIRE OF DERBY
 PO BOX 94
 DERBY WA 6728

PAYMENT SUMMARY	
Monthly Payment	\$368.00
Due Date	07/11/2022
Minimum Amount Due	\$368.00

YOUR ANZ ACCOUNT SUMMARY

Opening Balance	\$25,221.10
Purchases, Cash Advances & Other Debits	\$18,375.65
Interest Charges	\$0.00
Payments & Other Credits	\$25,221.10
Closing balance	\$18,375.65

Account Credit Limit	\$50,000.00
Available Account Credit at Statement Date	\$31,624.35

YOUR PAYMENT OPTIONS

-  **ANZ Internet Banking**
www.anz.com Payments made after 10pm (EST) will be processed the next business day.
-  **BPAY Payments - Biller Code 6007**
BPAY payments from ANZ accounts made after 6pm (EST) will be processed the next business day. Check with your institution for cut-off times. Your bill reference number is your ANZ account number.
-  **ANZ Phone Banking**
13 22 73 Payments made after 10pm (EST) will be processed the next business day.

-  **By Mail**
Tear off this slip and mail to GPO BOX 607, Melbourne, VIC 3001
-  **CardPay Direct**
To ask about setting up a convenient direct debit payment please call 13 22 73.
-  **Direct Credit via EFT**
Payments to your Account can be made via Electronic Funds Transfer (EFT) from your nominated account.

Account Number	
Account Name	SHIRE OF DERBY
Amount Paid	
Due Date	07/11/2022

ID:00001-5082499007
XPRN/P10004-2210130233

ANZ BUSINESS ONE

ACCOUNT NUMBER:

Interest Rates

Purchases	Interest Rate 17.74% p.a (0.0486% daily)
Cash Advances	Interest Rate 19.24% p.a (0.0527% daily)

Opening Account Balance **\$25,221.10**

Cardholder Name: WAYNE NEATE
 Cardholder Number:
 Spend Cap: \$5,000.00

Date	Description	Amount	Default GST*
13/09/2022	SHIRE OF DERBY WEST KI DERBY	126.70	11.51
14/09/2022	SEEK AU 49371375 MELBOURNE	280.50	25.50
05/10/2022	VISTAPRINT AUSTRALIA PTY DERRIMUT	589.84	53.62
Sub-total		997.04	90.63

Cardholder Name: AMANDA O'HALLORAN(S)
 Cardholder Number:
 Spend Cap: \$0.00

Date	Description	Amount	Default GST*
17/09/2022	QANTAS AIRWAYS LTD (EC MASCOT	386.68CR	
Sub-total		386.68CR	

Cardholder Name: C MILDENHALL
 Cardholder Number:
 Spend Cap: \$5,000.00

Date	Description	Amount	Default GST*
15/09/2022	DERBY BETTA HOME LIVIN DERBY	5.00	0.45

*The calculation is an estimate amount only and is not to be relied upon as an actual GST calculation.

Cheque Particulars: Proceeds not available until cleared. Please make cheques payable to ANZ. Do not staple, pin or fold your payment.

Drawer	Bank	Branch	Amount
			\$
			\$
			\$
Teller Stamp	Signature		Subtotal \$
			Notes \$
			Coins \$
			Total \$

ANZ BUSINESS ONE

ACCOUNT NUMBER:

Date	Description	Amount	Default GST*
	Sub-total	5.00	0.45

Cardholder Name: AMANDA O'HALLORAN
 Cardholder Number:
 Spend Cap: \$50,000.00

Date	Description	Amount	Default GST*
13/09/2022	QANTAS AIRWAYS LTD (EC MASCOT	603.78	54.88
13/09/2022	LOCAL GOVERNEMENT MANA EAST PERTH	1,350.00	122.72
14/09/2022	BUDGET RENT A CAR MASCOT	599.91	54.53
15/09/2022	WOOLWORTHS/131-135 LOCH S DERBY	142.80	12.98
15/09/2022	HOTEL AT BOOKING.COM SYDNEY	1,170.00	106.36
16/09/2022	WOOLWORTHS/131-135 LOCH S DERBY	51.25	4.65
19/09/2022	VELOCITY MOTEL KARRATHA	802.62	72.96
19/09/2022	EXPOTRADE AUSTRALIA PT WHEELERS HILL	1,343.10	122.10
19/09/2022	AVIAIR PTY LTD KUNUNURRA	238.00	21.63
19/09/2022	QANTAS AIRWAYS LTD (EC MASCOT	1,020.12	92.73
21/09/2022	WANEWSDTI OSBORNE PARK	84.00	7.63
21/09/2022	MANGROVE RESORT BROOME	1,725.60	156.87
23/09/2022	HOTEL AT BOOKING.COM SYDNEY	1,349.00	122.63
23/09/2022	HOTEL AT BOOKING.COM SYDNEY	698.00	63.45
23/09/2022	LUP TIX LAND FORCE BRISBANE	315.00	28.63
23/09/2022	LUP TIX LAND FORCE BRISBANE	315.00	28.63
23/09/2022	QANTAS AIRWAYS LTD (EC MASCOT	583.90	53.08
23/09/2022	AVIAIR PTY LTD KUNUNURRA	238.00	21.63
24/09/2022	VIRGIN AUSTR7954400816710 BRISBANE	7.19	0.65
24/09/2022	VIRGIN AUSTR7952180081257 BRISBANE	765.00	69.54
26/09/2022	QANTAS AIRWAYS LTD (EC MASCOT	40.41CR	
26/09/2022	BP ROEBUCK RH 6708 ROEBUCK	45.05	4.09
27/09/2022	QANTAS AIRWAYS LTD (EC MASCOT	907.58	82.50
27/09/2022	QANTAS AIRWAYS LTD (EC MASCOT	1,019.85	92.71
27/09/2022	QANTAS AIRWAYS LTD (MO MASCOT	224.94	20.44
28/09/2022	WOOLWORTHS/131-135 LOCH S DERBY	31.35	2.85
28/09/2022	WA LOCAL GOVERNMENT AS WEST LEEDERVI	140.00CR	
28/09/2022	HOTEL AT BOOKING.COM SYDNEY	273.00CR	
29/09/2022	EUROPCAR PREPAID TULLAMARINE	742.13	67.46
29/09/2022	WOOLWORTHS/131-135 LOCH S DERBY	60.56	5.50
30/09/2022	T & K MIN'S PTY LTD DERBY	50.00	4.54
02/10/2022	CROWN METROPOL PERTH BURSWOOD	756.38	68.76
05/10/2022	GM CABS PTY LTD MASCOT	31.50	2.86
10/10/2022	FITZROY HARDWARE PTY FITZROY CROSS	22.00	2.00
10/10/2022	FITZROY HARDWARE PTY FITZROY CROSS	80.00	7.27
	Sub-total	16,920.20	1,579.26

* The calculation is an estimate amount only and is not to be relied upon as an actual GST calculation.

ANZ BUSINESS ONE

ACCOUNT NUMBER:

Account Number:

Date	Description	Amount	Default GST*
07/10/2022	AUTOREPAYMENT - THANK YOU	24,381.01CR	
Sub-total		24,381.01CR	
Total GST payable this statement*			\$1,670.34
Closing Account Balance		\$18,375.65	

IMPORTANT MESSAGES

YOUR AGREED PAYMENT WILL BE DEBITED FROM YOUR ACCOUNT ON 07/11/22
 ENSURE THAT YOUR ACCOUNT HAS SUFFICIENT FUNDS AT START OF BUSINESS ON YOUR DUE DATE AS SHOWN ON YOUR STATEMENT.
 FOR ADVICE ON YOUR TAX AFFAIRS,INCLUDING PREVIOUS REWARDS FEES CHARGED TO YOUR ACCOUNT,PLEASE CONSULT YOUR TAX
 ADVISER.
 ANY QUESTIONS: PLEASE CALL 1800 032 481, MONDAY TO FRIDAY, 8AM TO 8PM(AET)

* The calculation is an estimate amount only and is not to be relied upon as an actual GST calculation.

Page 4 of 4

7.2 STATEMENT OF FINANCIAL ACTIVITY - NOVEMBER 2022

File Number: 5179

Author: Alan Thornton, Acting Director of Corporate Services

Responsible Officer: Amanda Dexter, Chief Executive Officer

Authority/Discretion: Information

SUMMARY

This report provides a summary of Council's financial position for the period ending 30 November 2022.

DISCLOSURE OF ANY INTEREST

No

BACKGROUND

Pursuant to section 6.4 of the *Local Government Act 1995* and regulation 34(4) of the *Local Government (Financial Management) Regulations 1996* (the Regulations), a Local Government is to prepare, on a monthly basis, a statement of financial activity that reports on the Shire's financial performance in relation to its adopted/amended budget.

The Shires Financial Reports are produced in accordance with the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996* as amended. Regulation 34 of the *Local Government (Financial Management) Regulations 1996* requires that Local Governments produce a monthly statement of financial activity and such other supporting information as is considered relevant by the Local Government.

The Shires financial reporting framework provides Council, management and employees with a broad overview of the Shire's wide financial position.

STATUTORY ENVIRONMENT

In accordance with the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*, a Statement of Financial Activity is required to be presented to Council as a minimum requirement.

Section 6.4 of the *Local Government Act 1995* provides for the preparation of financial reports.

In accordance with Regulation 34 (5) of the *Local Government (Financial Management) Regulations 1996*, a report must be compiled on variances greater than the materiality threshold adopted by Council of \$30,000 or 10% whichever is the greater. As this report is composed at a program level, variance commentary considers the most significant items that comprise the variance.

POLICY IMPLICATIONS

F3 – Significant Accounting Policies

F4 – Sundry Debtors Collection

F5 – Outstanding Rates Collection

F13 – Reserve Accounts

F16 – Cash Flow Management

F17 – Investments

FINANCIAL IMPLICATIONS

Expenditure for the period ending has been incurred in accordance with the 2022/23 Annual Budget as adopted by Council at its meeting held 28 July 2022 (Minute No. 94/22 refers) budget parameters, which have been structured on financial viability and sustainability principles.

Details of any budget variation in excess of \$30,000 (year to date) follow. There are no other known events which may result in a material non-recoverable financial loss or financial loss arising from an uninsured event.

STRATEGIC IMPLICATIONS

GOAL	OUR PRIORITIES	WE WILL
1. Leadership and Governance	1.2 Capable, inclusive and effective organisation	1.2.2 Provide strong governance

RISK MANAGEMENT CONSIDERATIONS

RISK	LIKELIHOOD	CONSEQUENCE	RISK ANALYSIS	MITIGATION
Financial:	Possible	Moderate	Medium	The completion of the Monthly Financial Activity Statement report is a control that monitors this risk

CONSULTATION

Internal consultation within the Corporate Services Department.

External consultation with Moore Australia.

COMMENT

This is a monthly process advising Council of the current financial position of the Shire.

Financial integrity is essential to the operational viability of the Shire but also as the custodian of community assets and service provision. An ability to monitor and report on financial operations, activities and capital projects is imperative to ensure that financial risk is managed at acceptable levels of comfort.

The ability for the Shire to remain financially sustainable is a significant strategy for a region that is continually under pressure from the pastoral industry, private enterprise and State Government obligations for the ongoing development of infrastructure and services.

Any material variances are highlighted in the Operating Statement and included by way of note to the Operating Statement (as attached)

Attached to the Agenda is a copy of:

- Statement of Financial Activity by Nature and Type

Notes related to –

- Significant Accounting Policies
- Net Current Financial Position
- Capital – Acquisition, Funding and Disposal
- Cash and Investments
- Budget Amendments
- Trust Fund Movements
- Material Variances
- Grants and Contributions
- Rating Information
- Cash Backed Reserves
- Receivables
- Payables; and
- Summary Graphs.

Comments are required for variances that are more than 10% of budget or \$30,000 whichever is the greater.

Note: At the time of preparing the attached financials the Annual Financial Report has not been finalised and therefore the surplus from 2021/22, as displayed, may change due to year end and audit adjustments.

VOTING REQUIREMENT

Simple majority

ATTACHMENTS

1. **Monthly Financial Statements - November 2022** [!\[\]\(1f101ad452ef9a3f01bb1e89af34fc34_img.jpg\) !\[\]\(30cdfe4eafd101fab5ecfaf690363fad_img.jpg\)](#)
2. **Monthly Financial Management Report - November 2022** [!\[\]\(4dcb2e0a5dd4ebc9597cee4f5b07c053_img.jpg\) !\[\]\(8cc998b11b9258f275abe61ed68f70ec_img.jpg\)](#)

COMMITTEE RESOLUTION AC122/22

Moved: Cr Pat Riley

Seconded: Cr Geoff Haerewa

That the Audit Committee recommends that Council:

1. **RECEIVES the Monthly Financial Management Report incorporating the Statement of Financial Activity for the period ending 30th November 2022.**

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0

**Moore Australia**

Level 15, Exchange Tower,
2 The Esplanade, Perth, WA 6000
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6831

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www.moore-australia.com.au

1 December 2022

Mrs Amanda Dexter
Chief Executive Officer
Shire Of Derby/West Kimberley
PO Box 94
DERBY WA 6728

Dear Amanda

ACCOUNTING SERVICE INFORMATION REPORT FOR THE PERIOD ENDED 30 NOVEMBER 2022

We advise we have completed the compilation of your statutory monthly statement of financial activity (by nature or type) and monthly financial report for the month ended 30 November 2022 and enclose this with our compilation report.

We are required under APES 315 *Compilation of Financial Information* to report certain matters in our compilation report. Other matters which arise during the course of our compilation that we wish to bring to your attention are raised in this report.

It should be appreciated, our procedures are designed primarily to enable us to compile the monthly financial report and therefore may not bring to light all weaknesses in systems and procedures, or all financial matters of interest to management and council, which may exist. However, we aim to use our knowledge of the shire's financial operations gained during our work to make comments and suggestions, which, we hope, will be useful to you.

Please note in order to meet legislative requirements, details and explanations of the material variances between the year to date actuals and year to date budget need to be completed by shire staff, as required by *Local Government (Financial Management) Regulation 34(1) (d)*.

COMMENTS/SUGGESTIONS

Attached is a list of comments/suggestions derived from compiling the monthly financial report and other end of month review services.

MATTERS FOR MANAGEMENT ATTENTION:

Please complete the monthly financial report by completing Note 14 – Explanation of Material Variances by providing a comment for each item where the council's year to date budget and year to date actual are over the variance threshold. These items are indicated with a ▼ or ▲.

In the management information report which follows, we have raised matters we wish to draw to management's attention.

Should you wish to discuss any matter relating to our service or any other matter, please do not hesitate to contact us.

Yours sincerely

A handwritten signature in black ink, appearing to read "Russell Barnes".


Russell Barnes
Director
[Moore Australia \(WA\) Pty Ltd](http://www.moore-australia.com.au)

Moore Australia (WA) Pty Ltd trading as agent – ABN 99 433 544 961.
An independent member of Moore Global Network Limited - members in principal cities throughout the world.
Liability limited by a scheme approved under Professional Standards Legislation.

**Shire of Derby/West Kimberley
Management Information Report**

**Period Ending
30 November 2022**

Topic	Item	First Identified	Explanation	Action Required	Priority
Subsidiary ledgers	Outstanding	November 2022	Although we acknowledge a significant provision for impairment exists, the debtors aged trial balance includes invoices totalling \$264,694 outstanding for over 90 days, and debtors with credit balances totalling \$59,437.	We recommend reviewing overdue debtors collection procedures to ensure debtors outstanding for over 30 days are subject to regular review and reminder notices are issued to improve the collection rate. We recommend debtors with credit balances be investigated and remedied.	Medium
Operating expenditure	Depreciation	November 2022	Depreciation has not been processed in 2022/23.	When the 2021/22 Annual Financial Statements have been finalised depreciation will be processed.	Low
Funding Surplus	Opening Surplus	November 2022	At the time of preparing the attached Statement of Financial Activity, the Annual Financial Report for 30 June 2022 has not been finalised, therefore the closing surplus may change from the current \$9,122,961 due to year end and audit adjustments.	None required.	Low

Approval:  Russell Barnes, Director

**Moore Australia**

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1 December 2022

Mrs Amanda Dexter
Chief Executive Officer
Shire of Derby/West Kimberley
PO Box 94
DERBY WA 6728

Dear Amanda

COMPILATION REPORT TO THE SHIRE OF DERBY/WEST KIMBERLEY

We have compiled the accompanying local government special purpose financial statements of the Shire of Derby/West Kimberley, which comprise the statement of financial activity (by nature or type), a summary of significant accounting policies and other explanatory notes for the period ending 30 November 2022. The monthly financial report has been compiled to meet compliance with the *Local Government Act 1995* and associated regulations.

THE RESPONSIBILITY OF THE SHIRE OF DERBY/WEST KIMBERLEY

The Shire of Derby/West Kimberley are solely responsible for the information contained in the special purpose financial statements and are responsible for the maintenance of an appropriate accounting system in accordance with the relevant legislation.

OUR RESPONSIBILITY

On the basis of information provided by the Shire of Derby/West Kimberley we have compiled the accompanying special purpose financial statements in accordance with the requirements of the *Local Government Act 1995*, associated regulations and APES 315 *Compilation of Financial Information*.

Our procedures use accounting expertise to collect, classify and summarise the financial information, which the Shire of Derby/West Kimberley provided, in compiling the financial report. Our procedures do not include verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed.

The local government special purpose financial statements were compiled exclusively for the benefit of the Shire of Derby/West Kimberley. We do not accept responsibility to any other person for the contents of the special purpose financial statements.

A handwritten signature in black ink, appearing to read "Russell Barnes".

Russell Barnes
Director
[Moore Australia \(WA\) Pty Ltd](http://www.moore-australia.com.au)

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SHIRE OF DERBY-WEST KIMBERLEY
MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
For the period ending 30 November 2022

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

TABLE OF CONTENTS

Statement of Financial Activity by Nature or Type	5
Basis of Preparation	6
Note 1 Statement of Financial Activity Information	7
Note 2 Cash and Financial Assets	8
Note 3 Receivables	9
Note 4 Other Current Assets	10
Note 5 Payables	11
Note 6 Capital Acquisitions	12
Note 7 Borrowings	14
Note 8 Reserve Accounts	15
Note 9 Other Current Liabilities	16
Note 10 Operating grants and contributions	17
Note 11 Non operating grants and contributions	18
Note 12 Trust Fund	19
Note 13 Budget Amendments	20
Note 14 Explanation of Material Variances	21

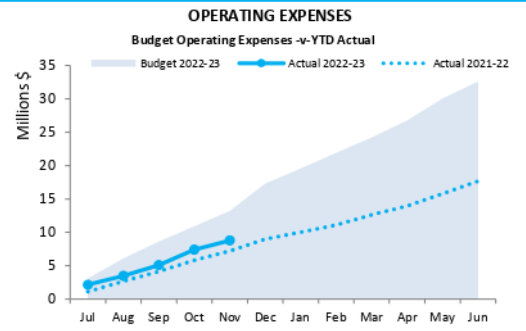
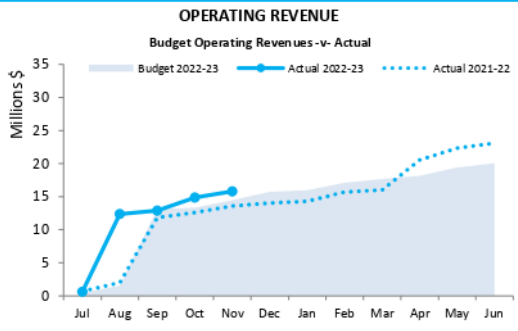
Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 1

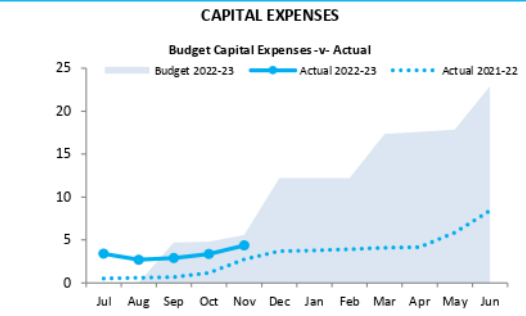
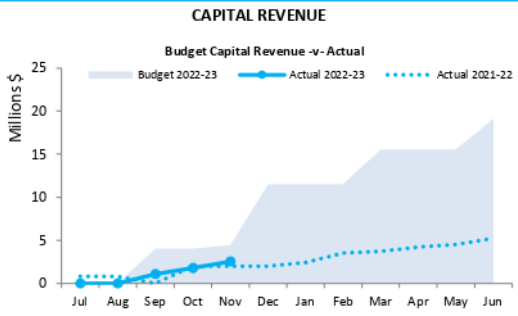
**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

SUMMARY INFORMATION - GRAPHS

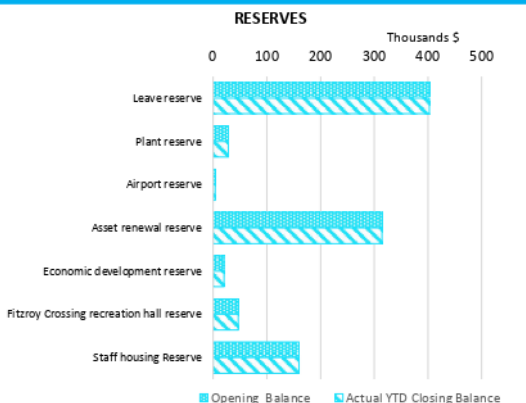
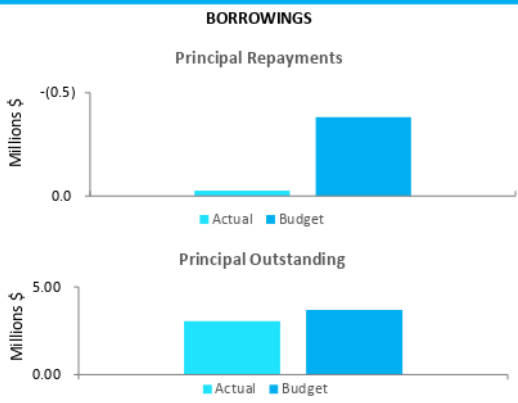
OPERATING ACTIVITIES



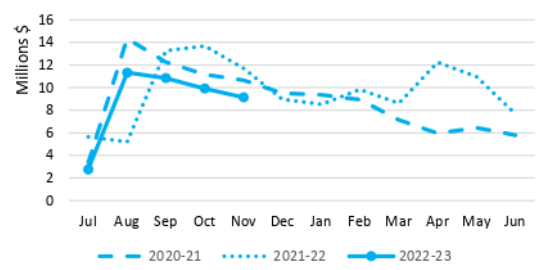
INVESTING ACTIVITIES



FINANCING ACTIVITIES



Closing funding surplus / (deficit)



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

Please refer to the compilation report

**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

EXECUTIVE SUMMARY

Funding surplus / (deficit) Components

Funding surplus / (deficit)				
	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$4.99 M	\$4.99 M	\$4.06 M	(\$0.93 M)
Closing	\$0.00 M	\$8.65 M	\$9.12 M	\$0.47 M

Refer to Statement of Financial Activity

Cash and cash equivalents		
	\$	% of total
Unrestricted Cash	\$9.14 M	90.4%
Restricted Cash	\$0.98 M	9.6%

Refer to Note 2 - Cash and Financial Assets

Payables		
	\$	% outstanding
Trade Payables	\$1.97 M	
0 to 30 Days		33.1%
Over 30 Days		66.9%
Over 90 Days		18.3%

Refer to Note 5 - Payables

Receivables		
	\$	% Collected
Rates Receivable	\$2.72 M	68.6%
Trade Receivable	\$2.20 M	
Over 30 Days		92.5%
Over 90 Days		11.4%

Refer to Note 3 - Receivables

Key Operating Activities

Amount attributable to operating activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$4.89 M)	\$4.71 M	\$6.89 M	\$2.18 M

Refer to Statement of Financial Activity

Rates Revenue		
	\$	% Variance
YTD Actual	\$8.60 M	
YTD Budget	\$8.59 M	0.1%

Refer to Statement of Financial Activity

Operating Grants and Contributions		
	\$	% Variance
YTD Actual	\$2.37 M	
YTD Budget	\$2.49 M	(4.9%)

Refer to Note 10 - Operating Grants and Contributions

Fees and Charges		
	\$	% Variance
YTD Actual	\$3.58 M	
YTD Budget	\$3.55 M	0.8%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$1.19 M)	(\$1.03 M)	(\$1.80 M)	(\$0.77 M)

Refer to Statement of Financial Activity

Proceeds on sale		
	\$	%
YTD Actual	\$0.00 M	
Amended Budget	\$0.00 M	

Refer to Note 5 - Disposal of Assets

Asset Acquisition		
	\$	% Spent
YTD Actual	\$4.35 M	
Amended Budget	\$24.33 M	17.9%

Refer to Note 6 - Capital Acquisitions

Capital Grants		
	\$	% Received
YTD Actual	\$2.54 M	
Amended Budget	\$23.13 M	11.0%

Refer to Note 6 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$1.09 M	(\$0.03 M)	(\$0.03 M)	\$0.00 M

Refer to Statement of Financial Activity

Borrowings	
Principal repayments	\$0.03 M
Interest expense	\$0.02 M
Principal due	\$3.04 M

Refer to Note 7 - Borrowings

Reserves	
Reserves balance	\$0.98 M
Interest earned	\$0.00 M

Refer to Note 8 - Cash Reserves

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

KEY TERMS AND DESCRIPTIONS**FOR THE PERIOD ENDED 30 NOVEMBER 2022****NATURE OR TYPE DESCRIPTIONS****REVENUE****RATES**

All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Excludes administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refers to all amounts received as grants, subsidies and contributions that are not non-operating grants.

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of identifiable non financial assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

FEES AND CHARGES

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, and other fees and charges.

SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995*. *Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges.

INTEREST EARNINGS

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates, reimbursements etc.

PROFIT ON ASSET DISPOSAL

Excess of assets received over the net book value for assets on their disposal.

EXPENSES**EMPLOYEE COSTS**

All costs associated with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER)

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL

Shortfall between the value of assets received over the net book value for assets on their disposal.

DEPRECIATION ON NON-CURRENT ASSETS

Depreciation expense raised on all classes of assets. Excluding Land.

INTEREST EXPENSES

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE

Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.

Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 4

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022

BY NATURE OR TYPE

	Ref	Amended Budget	YTD Budget	YTD Actual	Variance \$	Variance % ((c) - (b))/(b)	Var.
	Note	(a)	(b)	(c)	(c) - (b)	%	
		\$	\$	\$	\$	%	
Opening funding surplus / (deficit)	1(c)	4,992,706	4,992,706	4,061,731	(930,975)	(18.65%)	▼
Revenue from operating activities							
Rates		8,588,437	8,588,437	8,598,925	10,488	0.12%	
Operating grants, subsidies and contributions	10	6,015,895	2,486,818	2,366,022	(120,796)	(4.86%)	
Fees and charges		5,003,258	3,548,127	3,577,553	29,426	0.83%	
Interest earnings		188,912	90,815	98,369	7,554	8.32%	
Other revenue		779,155	273,854	1,162,731	888,877	324.58%	▲
		20,575,657	14,988,051	15,803,600	815,549	5.44%	
Expenditure from operating activities							
Employee costs		(11,936,453)	(4,971,027)	(3,865,604)	1,105,423	22.24%	▲
Materials and contracts		(10,541,715)	(3,972,732)	(3,182,919)	789,813	19.88%	▲
Utility charges		(911,688)	(335,951)	(302,918)	33,033	9.83%	
Depreciation on non-current assets		(7,131,200)	(2,971,332)	0	2,971,332	100.00%	▲
Interest expenses		(102,989)	(51,445)	(7,320)	44,125	85.77%	▲
Insurance expenses		(1,342,900)	(645,456)	(1,273,693)	(628,237)	(97.33%)	▼
Other expenditure		(633,708)	(297,487)	(151,335)	146,152	49.13%	▲
		(32,600,653)	(13,245,430)	(8,783,789)	4,461,641	(33.68%)	
Non-cash amounts excluded from operating activities	1(a)	7,131,200	2,971,332	(130,237)	(3,101,569)	(104.38%)	▼
Amount attributable to operating activities		(4,893,796)	4,713,953	6,889,574	2,175,621	46.15%	
Investing activities							
Proceeds from non-operating grants, subsidies and contributions	11	23,134,525	4,514,593	2,544,935	(1,969,658)	(43.63%)	▼
Payments for property, plant and equipment and infrastructure	6	(24,326,132)	(5,546,771)	(4,347,982)	1,198,789	21.61%	▲
Amount attributable to investing activities		(1,191,607)	(1,032,178)	(1,803,047)	(770,869)	74.68%	
Financing Activities							
Proceeds from new debentures	7	1,000,000	0	0	0	0.00%	
Transfer from reserves	8	474,476	0	0	0	0.00%	
Repayment of debentures	7	(381,779)	(25,297)	(25,297)	0	0.00%	
Amount attributable to financing activities		1,092,697	(25,297)	(25,297)	0	0.00%	
Closing funding surplus / (deficit)	1(c)	0	8,649,184	9,122,961	473,777	(5.48%)	

KEY INFORMATION

pq Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

Refer to Note 14 for an explanation of the reasons for the variance.

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

**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

BASIS OF PREPARATION

BASIS OF PREPARATION

This financial report has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996*, prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

THE LOCAL GOVERNMENT REPORTING ENTITY

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 12 to these financial statements.

SIGNIFICANT ACCOUNTING POLICIES

CRITICAL ACCOUNTING ESTIMATES

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities not readily apparent from other sources.

Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimation of fair values of certain financial assets
- estimation of fair values of fixed assets shown at fair value
- impairment of financial assets

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

ROUNDING OFF FIGURES

All figures shown in this statement are rounded to the nearest dollar.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 01 December 2022

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

(a) Non-cash items excluded from operating activities

The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

	Notes	Amended Budget	YTD Budget (a)	YTD Actual (b)
Non-cash items excluded from operating activities		\$	\$	\$
Adjustments to operating activities				
Movement in other provisions (non-current)		0	0	(130,237)
Add: Depreciation on assets		7,131,200	2,971,332	0
Total non-cash items excluded from operating activities		7,131,200	2,971,332	(130,237)

(b) Adjustments to net current assets in the Statement of Financial Activity

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

		Amended Budget Opening 30 June 2022	Last Year Closing 30 June 2022	Year to Date 30 November 2022
Adjustments to net current assets				
Less: Reserves - restricted cash	8	(501,325)	(975,800)	(975,800)
Add: Borrowings	7	618,221	381,779	334,371
Add: Provisions employee related provisions	9	402,441	402,441	402,441
Total adjustments to net current assets		519,337	(191,580)	(238,988)

(c) Net current assets used in the Statement of Financial Activity

Current assets				
Cash and cash equivalents	2	2,513,171	11,335,343	10,119,298
Rates receivables	3	1,372,036	1,372,036	2,720,095
Receivables	3	966,341	738,581	2,202,571
Other current assets	4	60,573	49,353	48,736
Less: Current liabilities				
Payables	5	(4,234,970)	(6,674,343)	(3,208,500)
Borrowings	7	(618,221)	(381,779)	(334,371)
Other liabilities	9	0	(1,494,366)	(1,494,366)
Provisions	9	(578,267)	(691,514)	(691,514)
Less: Total adjustments to net current assets	1(b)	519,337	(191,580)	(238,988)
Closing funding surplus / (deficit)		0	4,061,731	9,122,961

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022

OPERATING ACTIVITIES
NOTE 2
CASH AND FINANCIAL ASSETS

Description	Classification	Unrestricted	Restricted	Total Cash	Trust	Institution	Interest Rate	Maturity Date
		\$	\$	\$	\$			
Cash On Hand	Cash and cash equivalents	1,750	0	1,750	0	Cash on Hand	Nil	Nil
Municipal Bank Account	Cash and cash equivalents	7,035,635	0	7,035,635	0	ANZ	Variable	Nil
CBA Bank Acc - Fitzroy Deposits	Cash and cash equivalents	119,982	0	119,982	0	CBA	Nil	Nil
Municipal Investment Account	Cash and cash equivalents	1,986,131	0	1,986,131	0	ANZ	Variable	Nil
Reserve Bank Account	Cash and cash equivalents	0	975,800	975,800	0	ANZ	2.05%	Jan-23
Trust Cash at Bank	Cash and cash equivalents	0	0	0	295,981	ANZ	Nil	Nil
Total		9,143,498	975,800	10,119,298	295,981			
Comprising								
Cash and cash equivalents		9,143,498	975,800	10,119,298	295,981			
		9,143,498	975,800	10,119,298	295,981			

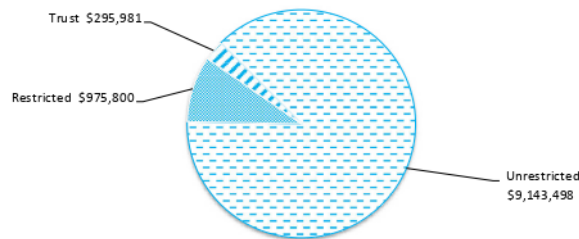
KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 4 - Other assets.

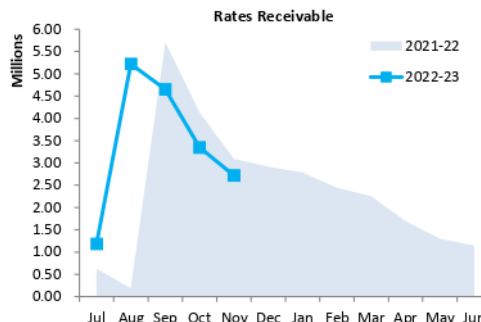


Please refer to the compilation report

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022

OPERATING ACTIVITIES
NOTE 3
RECEIVABLES

Rates receivable	30 Jun 2022	30 Nov 2022
	\$	\$
Opening rates arrears	2,274,863	1,372,036
Levied	7,626,940	8,598,925
Less - collections	(8,529,767)	(6,844,559)
Gross rates collectable	1,372,036	3,126,402
Allowance for impairment of rates receivable	(406,307)	(406,307)
Net rates collectable	965,729	2,720,095
% Collected	86.1%	68.6%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	(59,437)	234,259	1,852,251	32,336	264,694	2,324,103
Percentage	(2.6%)	10.1%	79.7%	1.4%	11.4%	
Balance per trial balance						
Sundry receivable						2,324,103
GST receivable						353,806
Allowance for impairment of receivables from contracts with customers						(374,162)
Rates pensioner rebates						2,352
Accrued income						(103,528)
Total receivables general outstanding						2,202,571

Amounts shown above include GST (where applicable)

KEY INFORMATION

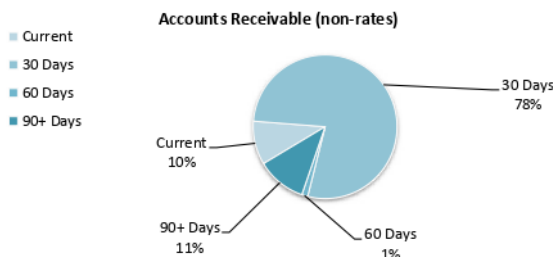
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.



Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 9

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

**OPERATING ACTIVITIES
NOTE 4
OTHER CURRENT ASSETS**

Other current assets	Opening Balance 1 July 2022	Asset Increase	Asset Reduction	Closing Balance 30 November 2022
	\$	\$	\$	\$
Inventory				
Fuel	49,353	41,632	(42,249)	48,736
Total other current assets	49,353	41,632	(42,249)	48,736
Amounts shown above include GST (where applicable)				

KEY INFORMATION

Inventory

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 10

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

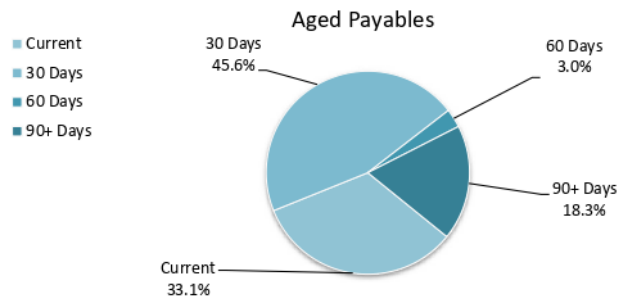
**OPERATING ACTIVITIES
NOTE 5
PAYABLES**

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	651,245	898,685	58,849	361,007	1,969,786
Percentage	0%	33.1%	45.6%	3%	18.3%	
Balance per trial balance						
Sundry creditors						1,969,786
ATO liabilities						438,055
Other payables						689,482
Accrued expenses						12,712
Payroll creditors						98,465
Total payables general outstanding						3,208,500

Amounts shown above include GST (where applicable)

KEY INFORMATION

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the period that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.



Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 11

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

**INVESTING ACTIVITIES
NOTE 6
CAPITAL ACQUISITIONS**

Capital acquisitions	Amended		YTD Actual	YTD Actual Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Buildings	1,930,700	327,000	110,818	(216,182)
Plant & Equipment	1,022,768	0	47,504	47,504
Infrastructure Roads	17,300,964	3,959,071	3,833,505	(125,566)
Infrastructure - Wharf	100,000	0	0	0
Infrastructure Other	3,971,700	1,260,700	356,155	(904,545)
Payments for Capital Acquisitions	24,326,132	5,546,771	4,347,982	(1,198,789)
Capital Acquisitions Funded By:				
	\$	\$	\$	\$
Capital grants and contributions	23,134,525	4,514,593	2,544,935	(1,969,658)
Borrowings	1,000,000	0	0	0
Cash backed reserves				
Asset renewal reserve	314,511	0	0	0
Staff housing Reserve	159,965	0	0	0
Contribution - operations	(282,869)	1,032,178	1,803,047	770,869
Capital funding total	24,326,132	5,546,771	4,347,982	(1,198,789)

SIGNIFICANT ACCOUNTING POLICIES

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

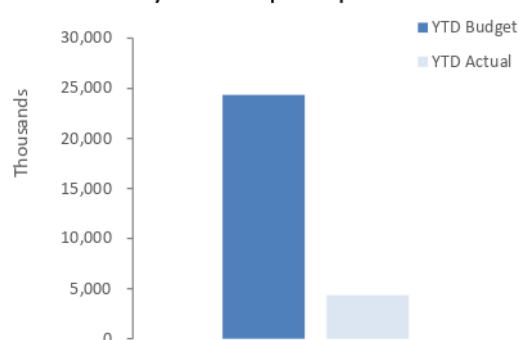
Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognise at fair value. Assets held at cost are depreciated and assessed for impairment annually.

Initial recognition and measurement between mandatory revaluation dates for assets held at fair value

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

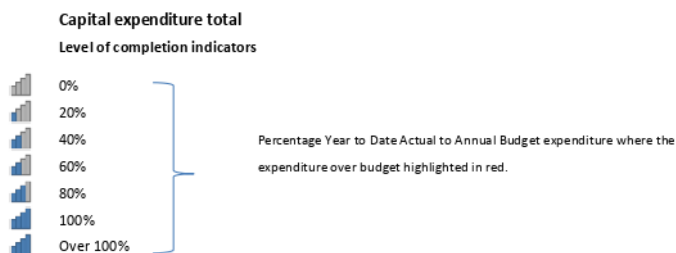
Payments for Capital Acquisitions



Please refer to the compilation report

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

**INVESTING ACTIVITIES
NOTE 6
CAPITAL ACQUISITIONS (CONTINUED)**



Level of completion indicator, please see table at the end of this note for further detail.

Account Description		Amended		Year to Date Actual	Variance (Under)/Over
		Current Budget	Year to Date Budget		
Capital Expenditure					
Buildings					
4080710	WELFARE - Building (Capital)	20,000	0	19,839	19,839
4090110	STF HOUSE - Building (Capital)	1,475,000	0	58,526	58,526
4110210	SWIM AREAS - Building (Capital)	0	0	3,300	3,300
4110310	REC - Other Rec Facilities Building (Capital)	15,000	0	0	0
4120110	ROADC - Building (Capital)	392,000	327,000	28,344	(298,656)
4140210	ADMIN - Building (Capital)	0	0	809	809
4090210	OTH HOUSE - Building (Capital)	6,300	0	0	0
4100710	COM AMEN - Building (Capital)	22,400	0	0	0
Buildings Total		1,930,700	327,000	110,818	(216,182)
Plant & Equipment					
4050230	ANIMAL - Plant & Equipment (Capital)	0	0	22,060	22,060
4070730	OTH HEALTH - Plant & Equipment (Capital)	75,100	0	12,250	12,250
4140230	ADMIN - Plant and Equipment (Capital)	143,342	0	0	0
4140330	PWO - Plant and Equipment (Capital)	247,326	0	6,835	6,835
4120130	ROADC - Plant & Equipment (Capital)	557,000	0	6,359	6,359
Plant & Equipment Total		1,022,768	0	47,504	47,504
Infrastructure Roads					
4120140	ROADC - Roads Built Up Area - Council Funded	1,915,960	364,500	896,265	531,765
4120142	ROADC - Roads Outside BUA - Gravel - Council Funded	1,308,302	117,500	497,356	379,856
4120144	ROADC - Roads Built Up Area - Roads to Recovery	702,402	142,167	139,360	(2,807)
4120146	ROADC - Roads Outside BUA - Gravel - Roads to Recovery	231,428	57,857	0	(57,857)
4120148	ROADC - Roads Built Up Area - Regional Road Group	372,016	84,333	43,366	(40,967)
4120156	ROADC - Roads Built Up Area - Flood Damage	467,387	116,847	98,736	(18,111)
4120158	ROADC - Roads Outside BUA - Gravel - Flood Damage	11,840,613	2,960,153	2,158,422	(801,731)
4120150	ROADC - Roads Outside BUA - Gravel - Regional Road Group	462,856	115,714	0	(115,714)
Infrastructure Roads Total		17,300,964	3,959,071	3,833,505	(125,566)
Infrastructure - Wharf					
4120790	WATER - Infrastructure Other (Capital)	100,000	0	0	0
Infrastructure - Wharf Total		100,000	0	0	0
Infrastructure Other					
4050390	OLOPS - Infrastructure Other (Capital)	0	0	25	25
4120190	ROADC - Infrastructure Other (Capital)	461,000	0	87,751	87,751
4120690	AERO - Infrastructure Other (Capital) - Aerodromes	3,000,000	750,000	0	(750,000)
4110290	SWIM AREAS - Infrastructure Other (Capital)	503,700	503,700	268,379	(235,321)
4110390	REC - Infrastructure Other (Capital)	7,000	7,000	0	(7,000)
Infrastructure Other Total		3,971,700	1,260,700	356,155	(904,545)
Grand Total		24,326,132	5,546,771	4,347,982	(1,198,789)

Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 13

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022

FINANCING ACTIVITIES
NOTE 7
BORROWINGS

Repayments - borrowings

Information on borrowings Particulars	Loan No.	1 July 2022	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
			Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$	\$	
Housing										
Staff Housing	136	51,785	0	0	0	(25,057)	51,785	26,728	0	(2,947)
Staff Housing	146	516,591	0	0	(25,297)	(51,394)	491,294	465,197	(16,350)	(31,900)
Staff Housing	148	243,688	0	0	0	(19,794)	243,688	223,894	0	(10,722)
Staff Housing		0	0	1,000,000	0	0	0	1,000,000	0	0
Transport										
Wharf Fenders and boat ramp	145	166,351	0	0	0	(28,934)	166,351	137,417	0	(10,940)
Refinance Derby Airport and wharf	152	1,531,820	0	0	0	(192,991)	1,531,820	1,338,829	0	(25,669)
Derby wharf infrastructure	151	251,676	0	0	0	(38,867)	251,676	212,809	0	(7,309)
Economic services										
Derby visitors centre	149	304,610	0	0	0	(24,742)	304,610	279,868	0	(13,402)
Total		3,066,521	0	1,000,000	(25,297)	(381,779)	3,041,224	3,684,742	(16,350)	(102,889)
Current borrowings		381,779					334,371			
Non-current borrowings		2,684,742					2,706,853			
		3,066,521					3,041,224			

All debenture repayments were financed by general purpose revenue.

The Shire has no unspent debenture funds as at 30th June 2021, nor is it expected to have unspent funds as at 30th June 2022.

KEY INFORMATION

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Non-current borrowings fair values are based on discounted cash flows using a current borrowing rate.

Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 14

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022

OPERATING ACTIVITIES
NOTE 8
RESERVE ACCOUNTS

Reserve accounts

Reserve name	Opening Balance	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$
Restricted by Council							
Leave reserve	402,441	0	0	0	0	402,441	402,441
Plant reserve	28,456	0	0	0	0	28,456	28,456
Airport reserve	3,721	0	0	0	0	3,721	3,721
Asset renewal reserve	314,511	0	0	(314,511)	0	0	314,511
Economic development reserve	19,935	0	0	0	0	19,935	19,935
Fitzroy Crossing recreation hall reserve	46,771	0	0	0	0	46,771	46,771
Staff housing Reserve	159,965	0	0	(159,965)	0	0	159,965
	975,800	0	0	(474,476)	0	501,324	975,800

Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 15

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022

OPERATING ACTIVITIES
NOTE 9
OTHER CURRENT LIABILITIES

	Note	Opening Balance 1 July 2022	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 30 November 2022
		\$		\$	\$	\$
Other current liabilities						
Other liabilities						
- Contract liabilities		124,860	0	0	0	124,860
- Capital grant/contribution liabilities		1,369,506	0	0	0	1,369,506
Total other liabilities		1,494,366	0	0	0	1,494,366
Employee Related Provisions						
Annual leave		364,110	0	0	0	364,110
Long service leave		327,404	0	0	0	327,404
Total Employee Related Provisions		691,514	0	0	0	691,514
Total other current liabilities		2,185,880	0	0	0	2,185,880
Amounts shown above include GST (where applicable)						

A breakdown of contract liabilities and associated movements is provided on the following pages at Note 10 and 11

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee Related Provisions

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as employee related provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

Capital grant/contribution liabilities

Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the Shire are recognised as a liability until such time as the Shire satisfies its obligations under the agreement.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022

NOTE 10
OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent operating grant, subsidies and contributions liability					Operating grants, subsidies and contributions revenue		
	Liability	Increase in Liability	Decrease in Liability (As revenue)	Liability	Current Liability	Amended Budget Revenue	YTD Budget	YTD Revenue Actual
	1 July 2022			30 Nov 2022	30 Nov 2022	\$	\$	\$
	\$	\$	\$	\$	\$	\$	\$	\$
Operating grants and subsidies								
General purpose funding								
GEN PUR - Financial Assistance Grant - General	0	0	0	0	0	2,297,885	1,148,943	893,639
GEN PUR - Financial Assistance Grant - Roads	0	0	0	0	0	418,288	180,102	188,426
GEN PUR - Financial Assistance Grant - Aboriginal Access Roads	0	0	0	0	0	294,586	147,293	143,334
Law, order, public safety								
ANIMAL - Grants	0	0	0	0	0	50,000	50,000	50,000
Health								
PEST - Grants	0	0	0	0	0	7,500	1,875	4,212
OTH HEALTH - Grants	0	0	0	0	0	625,000	156,250	236,845
Education and welfare								
WELFARE - Grants	37,707	0	0	37,707	37,707	970,000	360,500	127,744
WELFARE - Other Income	0	0	0	0	0	310,000	0	0
FAMILIES - Grant Funding	25,000	0	0	25,000	25,000	0	0	0
Community amenities								
COM AMEN - Grants	10,000	0	0	10,000	10,000	0	0	0
Recreation and culture								
REC - Grants	0	0	0	0	0	321,964	0	0
LIBRARY - Other Grants	0	0	0	0	0	5,000	0	4,332
LIBRARY - Grant - Regional Library Services	0	0	0	0	0	4,000	1,667	0
OTH CUL - Grants - Other Culture	13,813	0	0	13,813	13,813	30,000	4,167	3,955
OTH CUL - Sculptures on the Marsh - Grant	0	0	0	0	0	120,000	0	100,000
HERITAGE - Grants	23,340	0	0	23,340	23,340	0	0	0
State Wharfinger House	15,000	0	0	15,000	15,000	0	0	0
	124,860	0	0	124,860	124,860	5,454,223	2,050,797	1,752,487
Operating contributions								
General purpose funding								
RATES - Reimbursement of Debt Collection Costs	0	0	0	0	0	80,000	33,335	29,758
OTH GOV - Reimbursements	0	0	0	0	0	0	0	397
Law, order, public safety								
FIRE - Reimbursements	0	0	0	0	0	0	0	9,830
ANIMAL - Reimbursements	0	0	0	0	0	12,287	12,287	12,287
OLOPS - Reimbursements	0	0	0	0	0	0	0	2,457
Health								
HEALTH - Reimbursements	0	0	0	0	0	1,500	375	4,532
OTH HEALTH - Reimbursements	0	0	0	0	0	2,260	565	836
Education and welfare								
WELFARE - Reimbursements	0	0	0	0	0	0	0	3,947
Recreation and culture								
REC - Reimbursements - Other Recreation	0	0	0	0	0	78,436	78,436	96,288
LIBRARY - Reimbursements Lost Books	0	0	0	0	0	200	200	46
HERITAGE - Contributions & Donations	0	0	0	0	0	1,999	833	967
OTH CUL - Other Income	0	0	0	0	0	20,000	0	0
OTH CUL - Contributions & Donations - Other Culture	0	0	0	0	0	55,000	0	20,868
Transport								
AERO - Reimbursements - Aerodromes	0	0	0	0	0	0	0	8,096
WATER - Reimbursements	0	0	0	0	0	309,990	309,990	403,890
Other property and services								
PRIVATE - Private Works Income	0	0	0	0	0	0	0	4,973
ADMIN - Reimbursements	0	0	0	0	0	0	0	3,863
PWO - Other Reimbursements	0	0	0	0	0	0	0	10,500
	0	0	0	0	0	561,672	436,021	613,535
TOTALS	124,860	0	0	124,860	124,860	6,015,895	2,486,818	2,366,022

Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 17

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022

NOTE 11
NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Capital grant/contribution liabilities					Non operating grants, subsidies and contributions revenue		
	Liability 1 July 2022	Increase in Liability	Decrease in Liability (As revenue)	Liability 30 Nov 2022	Current Liability 30 Nov 2022	Amended Budget Revenue	YTD Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$
Non-operating grants and subsidies								
General purpose funding								
ROADC - Financial Assistance Grants -- Roads	0	0	0	0	0	350,000	87,500	556,566
Law, order, public safety								
OLOPS - Grants	25,697	0	0	25,697	25,697	0	0	0
Health								
OTH HEALTH - Capital Grants	0	0	0	0	0	75,100	0	0
Education and welfare								
WELFARE - Grants	16,193	0	0	16,193	16,193	0	0	0
Recreation and culture								
SWIM AREAS - Grant	0	0	0	0	0	503,700	503,700	0
SWIM AREAS - Grants	238,802	0	0	238,802	238,802	0	0	0
Transport								
ROADC - Regional Road Group Grants (MR WA)	0	0	0	0	0	1,276,680	257,547	0
ROADC - Roads to Recovery - Grants	430,043	0	0	430,043	430,043	1,389,716	274,346	0
ROADC - Other Grants -- Roads/Streets	94,672	0	0	94,672	94,672	979,960	175,000	338,937
ROADC - Other Grants -- Footpaths	0	0	0	0	0	436,000	109,000	0
ROADC - Other Grants -- Aboriginal Roads	0	0	0	0	0	611,600	107,500	174,333
ROADC - Other Grants - Flood Damage	0	0	0	0	0	0	0	1,466,581
ROADC - Other Grants -- Flood Damage	0	0	0	0	0	14,511,769	3,000,000	8,518
AERO - Grants -- Aerodromes	19,785	0	0	19,785	19,785	3,000,000	0	0
WATER - Grants	54,334	0	0	54,334	54,334	0	0	0
Economic services								
TOUR - Grants	489,980	0	0	489,980	489,980	0	0	0
	1,369,506	0	0	1,369,506	1,369,506	23,134,525	4,514,593	2,544,935

Please refer to the compilation report

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

**NOTE 12
TRUST FUND**

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Description	Opening Balance	Amount	Amount	Closing Balance
	1 July 2022	Received	Paid	30 Nov 2022
	\$	\$	\$	\$
Public open spaces	295,981	0	0	295,981
	295,981	0	0	295,981

Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 19

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022

NOTE 13
BUDGET AMENDMENTS

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

GL Code	Description	Council Resolution	Classification	Increase in		Amended Budget Running Balance
				Available Cash	Decrease in Available Cash	
				\$	\$	\$
Budget adoption						
			Opening Surplus(Deficit)	0	(2,675,359)	(2,675,359)
3030130	RATES - Rates General	AC104/22	Operating Revenue	0	(495,000)	(3,170,359)
3030133	RATES - Rates Minimums	AC104/22	Operating Revenue	495,000	0	(2,675,359)
3050201	ANIMAL - Reimbursements	AC104/22	Operating Revenue	12,287	0	(2,663,072)
3050210	ANIMAL - Grants	AC104/22	Operating Revenue	50,000	0	(2,613,072)
3110301	REC - Reimbursements - Other Recreation	AC104/22	Operating Revenue	78,436	0	(2,534,636)
5110300	LRCI - Grant Funding 'Pool upgrades as part of LRCI Funding	AC104/22	Capital Revenue	67,200	0	(2,467,436)
4110290	LRCI - Grant Funding 'Pool upgrades as part of LRCI Funding	AC104/22	Capital Expenses	0	(67,200)	(2,534,636)
4120140	Footpath and broken kerb - deferred	AC104/22	Capital Expenses	180,000	0	(2,354,636)
5120212	Carry-Over Funding - Flood damage Reimbursement	AC104/22	Capital Revenue	2,511,769	0	157,133
5120202	Carry-Over Funding - Roads	AC104/22	Capital Revenue	49,337	0	206,470
5120204	Carry-Over Funding - Roads	AC104/22	Capital Revenue	150,000	0	356,470
5120202	Carry-Over Funding - Roads	AC104/22	Capital Revenue	76,663	0	433,133
5120204	Carry-Over Funding - Roads	AC104/22	Capital Revenue	142,331	0	575,464
5120202	Carry-Over Funding - Roads	AC104/22	Capital Revenue	120,492	0	695,956
5120210	Carry-Over Funding - Roads	AC104/22	Capital Revenue	52,000	0	747,956
5120210	Carry-Over Funding - Roads	AC104/22	Capital Revenue	22,000	0	769,956
5120210	Carry-Over Funding - Roads	AC104/22	Capital Revenue	12,600	0	782,556
5120210	Carry-Over Funding - Roads	AC104/22	Capital Revenue	50,000	0	832,556
5120210	Carry-Over Funding - Roads	AC104/22	Capital Revenue	15,000	0	847,556
5120210	Carry-Over Funding - Roads	AC104/22	Capital Revenue	20,000	0	867,556
5120210	Carry-Over Funding - Roads	AC104/22	Capital Revenue	10,000	0	877,556
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(270,427)	607,129
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(9,875)	597,254
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(121,403)	475,851
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(24,663)	451,188
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(12,331)	438,857
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(10,021)	428,836
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(10,000)	418,836
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(110,000)	308,836
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(63,000)	245,836
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(250,000)	(4,164)
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(75,000)	(79,164)
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(60,000)	(139,164)
4120158	Carry-Over Funding - Roads	AC104/22	Capital Expenses	0	(30,000)	(169,164)
5120206	Fitroy Crossing Carpark LCRI	AC104/22	Capital Revenue	279,960	0	110,796
4120140	Fitzroy Crossing - Carpark	AC104/22	Capital Expenses	0	(279,960)	(169,164)
3120701	WATER - Reimbursements	AC104/22	Capital Expenses	309,990	0	140,826
3120502	Department of Transport - additional income	AC104/22	Operating Revenue	85,000	0	225,826
2140202	Employee Costs	AC104/22	Operating Expenses	0	(281,033)	(55,207)
2140202	Employee Costs	AC104/22	Operating Expenses	0	(49,180)	(104,387)
2140202	Employee Costs	AC104/22	Operating Expenses	0	(2,300)	(106,687)
2140202	Employee Costs	AC104/22	Operating Expenses	0	(7,500)	(114,187)
2130200	Employee Costs	AC104/22	Operating Expenses	281,033	0	166,846
2130200	Employee Costs	AC104/22	Operating Expenses	49,180	0	216,026
2130200	Employee Costs	AC104/22	Operating Expenses	2,300	0	218,326
2130200	Employee Costs	AC104/22	Operating Expenses	7,500	0	225,826
4140330	Carry-Over Funding - Plant - Kubota F3690 72" Front Deck Mower x 2	AC104/22	Capital Expenses	0	(40,000)	185,826
4140330	Carry-Over Funding - Plant - Kubota B3150 HD Tractor & Impliments	AC104/22	Capital Expenses	0	(30,300)	155,526
4140330	Carry-Over Funding - Plant -Toyota Hilux Dual Cab Chassis as per Quote 35722	AC104/22	Capital Expenses	0	(33,376)	122,150
4140330	Carry-Over Funding - Plant -Toyota Hilux Dual Cab SR as per quote 35761	AC104/22	Capital Expenses	0	(43,096)	79,054
4140330	Carry-Over Funding - Plant -Toyota Landcruiser single cab tray back	AC104/22	Capital Expenses	0	(54,788)	24,265
4140330	Carry-Over Funding - Plant -Ranger Pod	AC104/22	Capital Expenses	0	(24,265)	0
				5,130,078	(5,130,078)	0

Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 20

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2022**

**OPERATING ACTIVITIES
NOTE 14
EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2022-23 year is \$30,000 or 10.00% whichever is the greater.

Nature or type	Var. \$	Var. %	Explanation of positive variances		Explanation of negative variances	
			Timing	Permanent	Timing	Permanent
	\$	%				
Opening funding surplus / (deficit)	(930,975)	(18.65%)				
Revenue from operating activities						
Other revenue	888,877	324.58%	▲			
Expenditure from operating activities						
Employee costs	1,105,423	22.24%	▲			
Materials and contracts	789,813	19.88%	▲			
Depreciation on non-current assets	2,971,332	100.00%	▲			
Interest expenses	44,125	85.77%	▲			
Insurance expenses	(628,237)	(97.33%)			▼	
Other expenditure	146,152	49.13%	▲			
Non-cash amounts excluded from operating activities	(3,101,569)	(104.38%)			▼	
Investing activities						
Proceeds from non-operating grants, subsidies and contributions	(1,969,658)	(43.63%)			▼	
Payments for property, plant and equipment	1,198,789	21.61%	▲			

Please refer to the compilation report

SHIRE OF DERBY-WEST KIMBERLEY | 21

Management Information Report

Period Ending 30/11/ 2022

MANAGEMENT COMMENTS

Issue	Priority	Management Comments
Although we acknowledge a significant provision for impairment exists, the debtors aged trial balance includes invoices totalling \$264,694 outstanding for over 90 days, and debtors with credit balances totalling \$59,437.	Medium	Outstanding debts have been reviewed and identified: 1. Under negotiation 2. In the liquidation process 3. On payment arrangement with the Shire 4. CS Legal for further legal action. Credit balance is currently being reviewed.
Depreciation has not been processed in 2022/23.	Low	Pending completion of 2021/22 Annual Financial Report
At the time of preparing the attached Statement of Financial Activity, the Annual Financial Report for 30 June 2022 has not been finalised, therefore the closing surplus may change from the current \$9,122,961 due to year end and audit adjustments.	Low	Pending completion of 2021/22 Annual Financial Report

7.3 ANNUAL TECHNICAL INSPECTIONS - DERBY AND FITZROY CROSSING AERODROMES**File Number:** 9020 and 9030**Author:** Wayne Neate, Director Technical and Development Services**Responsible Officer:** Amanda Dexter, Chief Executive Officer**Authority/Discretion:** Information**SUMMARY**

This item is for Council to consider noting both the Annual Technical Inspections for the Derby and the Fitzroy Crossing Aerodromes, as attached.

DISCLOSURE OF ANY INTEREST

Nil by Author and Responsible Officer

BACKGROUND

The Shire currently has Aerodrome manuals for both the Derby and Fitzroy Crossing Aerodromes, and as a requirement in those manuals and the Civil Aviation Safety Authorities (CASA) Manual of Standards 139 (MOS 139), both aerodromes are required to have an Annual Technical Inspection (ATI). These ATI's have been occurring for numerous years and officers generally have engaged an external qualified agency, Aerodrome Management Services (AMS), to undertake those inspections.

STATUTORY ENVIRONMENT

Civil Aviation Safety Authorities Manual of Standards 139

Derby Aerodrome Manual

Fitzroy Crossing Aerodrome Manual

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The ATI in Fitzroy Crossing is covered by the Commonwealth Government and the Remote Aerodrome funding, however the Derby ATI annual costs about \$7,000. This cost is budgeted for on an annual basis.

Whilst there are the direct costs of this work noted above, the ATI's do recommend long term projects such as runway re-seals, which will come at a cost in future budgets and will be required to be planned for.

STRATEGIC IMPLICATIONS

GOAL	OUR PRIORITIES	WE WILL
1. Leadership and Governance	1.2 Capable, inclusive and effective organisation	1.2.2 Provide strong governance

RISK MANAGEMENT CONSIDERATIONS

RISK	LIKELIHOOD	CONSEQUENCE	RISK ANALYSIS	MITIGATION
<p>Legal & Compliance: If items are not completed or work undertaken to ensure compliance CASA will monitor and enforce compliance.</p>	Possible	Moderate	Medium	Council must allocate adequate resources, both staff and funding, to work towards compliance of airports.

CONSULTATION

Engagement of external contractor to perform Annual Technical Inspections.

COMMENT

Both the ATI’s for the airports have now been completed and some of the main issues arising are as follows:

Derby Aerodrome	
Action	Status
Forward Report to CASA	Complete
Update En-route Supplement Australia (ERSA)	Ongoing
Update Aerodrome Manual	Has commenced
Documentation and Record Keeping	Ongoing
Potholing	Completed patching and repair works
Cracking of Runway	Immediate crack sealing has been undertaken and long Re-seal will be planned and will include surface texture
Publish Changes to threshold	Ongoing
Runway 05/23 transition	This work will be completed along with edge breaks on Runway 11/29
Anthills in Runway Strip	Complete anthills have been removed
Runway 11/29 Runway End Safety Area’s	Need to increase in size or Grandfather (note non-compliance in manual)
Clean Drain	Will be undertaken when edge breaks are undertaken
Declared Distance and Gradient Changes	Complete

Clearing required	work being programmed
Procedure and Manual Changes	Ongoing
Paint re-marking	Noted and being programmed
Tie Down	Load testing or Note in ERSA

Fitzroy Crossing Aerodrome	
Action	Status
Forward Report to CASA	Complete
Update ERSA	Ongoing
Update Aerodrome Manual	Has commenced
Documentation and Record Keeping	Ongoing
Issues with deformation of Runway	Currently being resolved with Funded upgrade
Publish Changes to threshold	Ongoing
Runway 01/19 Runway End Safety Area's	Need to increase in size or Grandfather (note non-compliance in manual)
Runway Strip scoured	Work will need to be programmed
Carry Out re grade of drainage system	Work has been undertaken
Declared Distance and Gradient Changes	Complete
Paint re-marking	Noted and being programmed
Procedure and Manual Changes	Ongoing

As Council can see, there are numerous tasks that need to be undertaken from the review. Some of these are operational and simply take officers time to complete and undertake, whereas others do and can take significant funds and officer's time.

These reports are purely for noting and do occur on an annual basis, CASA inspections and compliance is in addition to the recommendations provided in these reports.

VOTING REQUIREMENT

Simple majority

ATTACHMENTS

1. Fitzroy Crossing ATI [↓](#) 
2. Derby ATI [↓](#) 

COMMITTEE RESOLUTION AC123/22**Moved: Cr Peter McCumstie****Seconded: Cr Geoff Haerewa****That the Audit Committee Recommends that Council:**

1. **Note the Annual Technical Inspections for the Derby and Fitzroy Crossing Aerodromes.**

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle**Against:** Nil**CARRIED 5/0**



Fitzroy Crossing Aerodrome Aerodrome Technical Inspection

Date of Inspection: 22 September 2022

Inspector: Kevin Thomas

Aerodrome Management Services Pty Ltd

ACN 625 913 484 / ABN 78 625 913 484

National Training Provider: ID 52413

Electrical Contractor Licences: EC010503 (WA) PGE271565 (SA) 79117 (QLD)





1 Document Control

Revision History

Version	Date	Revision
1	20/10/2022	Final report for issue to client
B	11/10/2022	Peer review completed
A	29/09/2022	Draft report issued for comment and peer review

Document Collation and Review

Version	Prepared by
1	Kevin Thomas
B	Survey sheet(s)/NOTAM review
	Report review
A	Kevin Thomas



2 Aerodrome Summary

Aerodrome Details	
Date of Aerodrome Technical Inspection	22/09/2022
Aerodrome Name	Fitzroy Crossing
Aerodrome Operator	Shire of Derby / West Kimberley
Aerodrome category	Certified
Aerodrome Reference Code (ARC)	Code 2
Largest aircraft regularly using the aerodrome	Cessna C208, Pilatus PC 24
Typical RPT or regular charter schedule ^a	One per day Monday to Friday
Air transport passengers ^b (last financial year)	6,400
Trigger category applied ^c – air transport passenger numbers	<10,000
Aircraft movements ^d (last financial year)	4,080
Trigger category applied ^c – aircraft movements	<20,000

^a RPT (Regular Public Transport) refers to a scheduled air transport operation; Charter refers to a non-scheduled air transport operation.

^b Air Transport Passenger numbers means the total number of passengers in and out. At this aerodrome, the number is based on airport operators estimates

^c Trigger category as selected by the Aerodrome Operator with reference to implemented management processes and documentation. Note: The Aerodrome Operator may choose to operate in accordance with a higher, but not lower, category.

^d An aircraft movement means each landing, take-off or touch-and-go at the aerodrome.

Classification of Runways				
Runway Designator	Code	Type	Terminal Instrument Flight Procedures	Runway lighting
01	2	Instrument	Non-precision	Low Intensity Runway Lighting
19	2	Non-instrument	Non-precision	Low Intensity Runway Lighting



General location photo (Image source: Google Earth)



Overhead view of aerodrome (Image source: Google Earth)



3 Executive Summary

The Fitzroy Crossing aerodrome was inspected on the 22nd of September 2022 by Kevin Thomas from Aerodrome Management Services (AMS).

The aerodrome operator must supply CASA with a copy of this report within 30 days of receiving it.

The aerodrome is being well maintained with the resources available. That is, the local staff are maintaining the aerodrome in a day-to-day sense of mowing, sweeping and general housekeeping to a high standard. The aerodrome is being inspected on a daily basis in accordance with the aerodrome manual.

The aerodrome is certified but is still operating under the previous MOS 139 manual (called the old manual in this report). The Part 139 MOS compliant manual is still with CASA for their sign off. This manual is labelled the ‘new manual’ in this report. Under the old manual, there is requirements for aerodrome emergency exercises and meetings of the aerodrome emergency committee. There has been no emergency exercises or meetings for many years. The new manual once implemented will not require these activities.

The runway pavement is in poor condition being constructed over varying soil types. Funds are available and planning is well underway for reconstruction.

NOTE: THERE IS A NOTAM FOR IMMEDIATE ISSUE INCLUDED IN THIS REPORT.	
RWY DECLARED DISTANCE AND GRADIENT CHANGES	
RWY	TODA
01	1360(2.23%)
19	1360(2.00%)
SUPPLEMENTARY DISTANCES	
RWY 01 1313(1.6%), 1339(1.9%), 1358(2.2%)	
RWY 19 1300(1.6%), 1346(1.9%)	

AMS would like to thank the Department of Infrastructure, Transport, Regional Development and Communications for engaging AMS to conduct this inspection, and the aerodrome supervisor for his assistance during the site visit.



4 Part 139 MOS Transition

- Part 139 Aerodrome Manual**

AMS has been advised that CASA has not yet reviewed and accepted the new aerodrome manual, and a new aerodrome certificate has not been issued for Fitzroy Crossing. The aerodrome’s transitional aerodrome certificate remains in force. The operator continues to manage the aerodrome using its previous documentation.

- Grandfathered Facilities**

The following facilities are listed as non-compliant grandfathered facilities in the new aerodrome manual prepared and submitted to CASA by the Aerodrome Operator. All other facilities were assessed against the requirements of the Part 139 MOS.

Facility (grandfathered)	Description of non-compliance
Runway strip width (including flyover area) (MOS 6.17(5))	MOS 139 V1.11 November 2013 Ref: 6.2.18.2 Overall runway strip width is 90m, whereas current standard is 140m. <i>(Note: this restricts operations to aircraft up to and including Code 3C)</i>
OLS – Approach inner edge (MOS Table 7.15(1))	MOS 139 V1.15 July 2020 Ref: Table 7.1.1 The length of the approach inner edge is 90m, whereas the current standard is 140m.
Runway turn pad markings (MOS 8.33)	MOS 139 V1.15 July 2020 Ref: 8.3.6.6 There are no markings provided, whereas the current standard is yellow markings as per illustration in Figure 8.33(1).
Runway holding position markings (MOS 8.39)	MOS 139 V1.15 July 2020 Ref: 8.4.3.2 Runway holding position lines and spaces are 0.15m wide, whereas the current standard is 0.3m wide. Note: New standard must be adopted prior to 26 November 2026 so provision should be made to bring them into compliance as soon as practicably possible.



5 Findings and Corrective Actions

Findings identified during the technical inspection have been categorised based on the assessed risk implication and the recommended time frame for implementation of corrective actions.

Corrective Action Categories	
Immediate action required	A finding in this category relates to an issue that, in the opinion of the inspector, is a safety concern and corrective action must be taken at the earliest opportunity.
Action required	Findings in this category require corrective action(s) to align facilities or processes with the Part 139 MOS, aerodrome manual requirements, ensure preventative maintenance is conducted or establish administrative compliance. These findings should be addressed as soon as practicable.
Action recommended	Corrective actions in this category are suggestions based on industry best practice. Implementation is at the discretion of the Aerodrome Operator.

A summary of the findings identified during this inspection is outlined below. Recommended corrective actions have also been identified to assist the aerodrome operator to develop a corrective action plan.

AMS RECOMMENDS THE AERODROME OPERATOR REVIEWS THIS REPORT WITHIN 30 DAYS, UTILISING THE SMS, RMP OR MANAGEMENT SYSTEM APPLICABLE TO THE AERODROME.



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference (to be completed by the Aerodrome Operator in separate document)
		✓	✓	✓		
Part 139 MOS CASA reporting requirements	The aerodrome operator must supply CASA with a copy of the technical inspection report within 30 days of the operator receiving the report, or such longer time as is agreed to by CASA in writing [Part 139 MOS, 12.08(7)].		✓		Forward a copy of the 2022 ATI report to aerodromes@casa.gov.au	
7.1	The aerodrome diagram in the ERSA-FAC requires updating.		✓		Annotate taxiway as 'A' on aerodrome diagram and submit to Airservices Australia for publication. Update applicable section(s) of the aerodrome manual.	
7.2	Information included in the ERSA - FAC requires updating.		✓		Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-FAC: AERODROME OPERATOR DETAILS <ul style="list-style-type: none"> Email address (now required) REMARKS	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference (to be completed by the Aerodrome Operator in separate document)
		✓	✓	✓		
					<p>The item listed in REMARKS should be deleted as the Fitzroy Crossing Aerodrome is no longer a Security Controlled aerodrome.</p> <p>Update applicable section(s) of the aerodrome manual.</p>	
7.3.1	Descriptive information included in the ERSA - RDS requires updating.		✓		<p>Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-RDS:</p> <p>NOTES</p> <ul style="list-style-type: none"> • ADD NOTE RWY 01/19 APCH INNER EDGE WIDTH 90M <p>Update applicable section(s) of the aerodrome manual.</p>	
7.3.2	The non-standard (grandfathered) approach inner edge length is not listed in the ERSA-RDS.		✓		<p>Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-RDS:</p> <p>RWY DISTANCE SUPPLEMENT APCH RWY SURVEY AREA 01/19 APCH inner edge length 90m</p>	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
7.4	Information included in the DAP aerodrome chart requires updating.		✓		Update the DAP Aerodrome Chart by adding the following information. Submit to docs.amend@airservicesaustralia.com <ul style="list-style-type: none"> The taxiway requires an 'A' nomenclature. Update applicable section(s) of the aerodrome manual.	
9.3	Evidence of ongoing Validation of Competency (VOC) for AROs/WSOs was not observed.			✓	Develop and implement an annual VOC process for all AROs/WSOs. AMS can provide, on request, a checklist of recommended competencies for review.	
10.1	The SMS meeting is overdue.		✓		Hold an SMS meeting as soon as practicable. Ensure the meeting schedule detailed in the aerodrome's SMS is adhered to.	
12.1.1	The runway pavement is deformed, causing undulations and poor ride quality.		✓		Continue with plans to reconstruct the runway.	
12.1.2	The runway surface texture depth was calculated during the September 2020 inspection using sand patch tests.			✓	Include the sand patch test results in the aerodrome manual for ongoing reference. Refer to Section 12.1 of this report.	
12.1.3	The runway thresholds were re-surveyed in 2021.		✓		Forward details of the threshold survey data as outlined in Section 12.1 of this report to Airservices Australia. Update applicable section(s) of the aerodrome manual.	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
12.2	Strip scoured on its outer edges along the east side.		✓		Fill and make smooth the scouring along the outer edges of the strip along the eastern side. It is particularly bad near the apron.	
12.3	There is insufficient room for RESAs at each end of the runway strip		✓		Ensure the fact that the RESAs do not commence at the runway strip ends is grandfathered in the manual.	
12.5	The apron seal is cracked.			✓	Carry out a reseal of the apron.	
12.6	Drains are slightly clogged by vegetation and silt.		✓		Carry out a re-grade of the drainage systems.	
13.1.1	The take-off gradients and/or supplementary distances for Runway 01/19 have changed.	✓			Issue the following NOTAM: RWY DECLARED DISTANCE AND GRADIENT CHNAGES RWY TODA 01 1360(2.23%) 19 1360(2.00%) SUPPLEMENTARY DISTANCES RWY 01 1313(1.6%), 1339(1.9%), 1358(2.2%) RWY 19 1300(1.6%), 1346(1.9%) Update applicable section(s) of the aerodrome manual.	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
13.1.2	The aerodrome has a published instrument approach procedure, and it is a requirement to provide a copy of the survey to the instrument approach designer.		✓		Forward a copy of the aerodrome survey included at Appendix 5 of this report to Airservices Australia.	
13.5	Additional VSS information could be included in the aerodrome manual to assist the AROs monitor the relevant airspace.			✓	Obtain details of the VSS from the instrument approach designer and include in the aerodrome manual.	
14.1	Some minor amendments are required to the paint markings.		✓		Amend the following markings: <ul style="list-style-type: none"> Repaint turning guidance lines and edge lines on the turn pads. Re paint the holding position lines so their width is 300mm. 	
15.5	No evidence of load testing of the tie-downs was observed.			✓	Test and document in the aerodrome manual the strength of the tie-downs or remove the facilities. An alternative may be to publish in the ERSA-FAC that the tie-downs have not been load tested.	
AM 9.2	The aerodrome is being operated to the MOS 139 aerodrome manual.		✓		Implement and use the new manual (Part 139 MOS) once final approval from CASA is received.	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
AM 9.16	Until the new manual is recognised by CASA it is a requirement to operate the aerodrome in accordance with the old manual. Regular SMS meetings are not being held.		✓		Hold SMS meetings. They are required every 3 months in accordance with the current manual. Alternatively, update the current manual to remove the requirement.	
AM 9.17	The current aerodrome manual states regular emergency exercises are required. There was no record of an emergency exercise being held since 2016.		✓		Conduct an emergency exercise & hold an AEC meeting or remove the requirement to hold exercises from the current aerodrome manual.	



Table of Contents

1 Document Control 1

2 Aerodrome Summary 2

3 Executive Summary 4

4 Part 139 MOS Transition..... 5

5 Findings and Corrective Actions 6

6 Introduction 15

PART A – REQUIRED ELEMENTS OF THE AERODROME TECHNICAL INSPECTION..... 19

7 Published Aerodrome Information..... 19

7.1 En Route Supplement Australia (ERSA) – Aerodrome Diagram 19

7.2 ERSA – Other Aerodrome Information 20

7.3 ERSA – Runway Distance Supplement (RDS) 23

7.4 DAP – Aerodrome Chart 24

8 Aerodrome Manual and Operating Procedures 24

9 Personnel (MOS Chapter 13, CASR 139 and CASR 175) 25

9.1 Required Personnel 25

9.2 Training and Assessment of Personnel..... 25

9.3 Competency of AROs and WSOs..... 26

10 Safety Management System (SMS) or Risk Management Plan (RMP) 26

11 Supporting Documentation 27

12 Movement Area..... 28

12.1 Runway 28

12.2 Runway Strip..... 31

12.3 Runway End Safety Areas (RESAs) 33

12.4 Taxiway 33

12.5 Apron 34

12.6 Drainage..... 35

13 Obstacle Limitation Surfaces (OLS)..... 35

13.1 Take-off and Approach Surfaces..... 35

13.2 Transitional Surfaces..... 36

13.3 Visual Assessment of the OLS 36

13.4 Critical Object Monitoring 36

13.5 Visual Segment Surface (if applicable) 36

13.6 Type A Chart (if applicable)..... 37



14 Visual Aids..... 37

14.1 Aerodrome Markings..... 37

14.2 Markers..... 39

14.3 Wind Direction Indicator(s) 39

14.4 Movement Area Guidance Signs (MAGS) (if applicable) 40

14.5 Airside Vehicle Control Signs (if applicable) 40

14.6 Protection of Navigational Aids and Meteorological Equipment Signs (if applicable)
40

14.1 General 40

14.2 Standby and Emergency Aerodrome Lighting 40

15 Other Equipment or Facilities at the Aerodrome 40

15.1 Radios 40

15.2 Aerodrome fencing and gates 40

15.3 Equipment for bird and wildlife dispersal 40

15.4 Equipment for aerodrome emergencies 40

15.5 Light Aircraft Tie-down Facilities 40

PART B – APPENDICES..... 42

Appendix 1 - Definitions and Acronyms..... 42

Appendix 2 - Aerodrome Management Processes - Trigger Criteria 46

Appendix 3 - Basic Aerodrome Layout..... 47

Appendix 4 - Transitional Surface Schematics 48

Appendix 5 - Take-off and Approach Survey Data and Photos..... 49

Appendix 6 - ERSA - FAC entry 54

Appendix 7 - ERSA - RDS entry 55

Appendix 8 - DAP - Aerodrome Chart 56

Appendix 9 - Summary of Aerodrome Manual Review 57



6 Introduction

Disclaimer

This report has been prepared by Aerodrome Management Services (AMS) for the aerodrome operator and may only be used by the aerodrome operator. Diagrams are for illustrative purposes only and should not be relied upon for the purposes of construction or maintenance of facilities.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed on the date of the inspection annotated in this report. AMS holds no responsibility or obligation to update this report to account for events or changes that occur subsequent to the inspection.

AMS does not accept liability in connection with any unverified information, errors or omissions in the documentation provided by the aerodrome operator to the AMS inspector. AMS does not accept responsibility for any errors in the report that arise due to any change to the aerodrome, its facilities or procedures subsequent to the inspection.

Administrative Requirements

The Part 139 MOS (section 12.08) outlines the responsibilities of the aerodrome operator once a copy of this technical inspection report has been received.

- The aerodrome operator must prepare a corrective action plan to address any defects or deterioration identified by the technical inspection.
- The plan must include a time frame for implementation.
- If an action proposed by the technical inspector is not supported by the aerodrome operator, the reasons for not supporting the action must be included in the relevant corrective action plan.
- The aerodrome operator must retain a record of this technical inspection report for at least 3 years. Where the operator has elected to have a part or parts of a technical inspection program conducted at different times under MOS section 12.08 subsection (1), then the operator must retain the records for each part of the inspection for at least 3 years after the last part was completed.
- The aerodrome operator must supply CASA with a copy of this report within 30 days of receiving it.
- If CASA makes a request in writing, the aerodrome operator must, within 30 days, supply CASA with a copy of the plan for corrective action, including details of any progress already made to address any defects or deterioration identified by the technical inspection.



Documents Reviewed

The following documents were reviewed as part of this inspection. Note: Where a document listed does not apply or is not in use at this aerodrome, it has been marked as Not applicable or N/A.

Document	Number / Title (as applicable)	Version / Date / Last meeting	
Aerodrome NOTAMs (current)	C14/22	PAL and AFRU Not AVBL	
AIP	✓ ERSA-FAC	8 September	
	✓ ERSA-RDS	8 September	
	✓ DAP Aerodrome Chart	5 November 2020	
Aerodrome Manual	✓ MOS 139 – ‘old’ MOS	Version	3
	<input type="checkbox"/> Part 139 MOS – ‘new’ MOS	Date	28.02.19
Safety / Risk Management	✓ Safety Management System	Revision Date	Dec 2006
		Last Meeting	09.06.20
	<input type="checkbox"/> Risk Management Plan	Revision Date	
	<input type="checkbox"/> No SMS or RMP	Not applicable	
Emergency Management	<input type="checkbox"/> Local emergency management arrangements detailed in aerodrome manual	Emergency Responders provided with details of facilities and procedures	
	<input type="checkbox"/> AEPP	Plan Version	
		Revision Date	
	✓ AEP	Plan Version	3
		Revision Date	19.02.19
	<input type="checkbox"/> AEP with Emergency Committee	Plan Version	
	Revision Date		
		Last Committee Meeting	
Emergency Preparedness	✓ Emergency Exercises	Last Exercise	November 2016
	<input type="checkbox"/> Biennial review of procedures with local emergency responders	Last Review	
Wildlife Hazard Management	<input type="checkbox"/> Wildlife Hazard Management Plan (WHMP)	Plan Version	Not Applicable
		Revision Date	
	✓ No WHMP. Applicable wildlife procedures contained within the Aerodrome Manual.	Refer to Sections 9 and 16 and Appendix 9 of this report.	
Aerodrome Records	✓ Training records	Refer to Section 9 and Appendix 9 (Sections 9.3 and 9.4) of this report.	
	✓ NOTAM records		
	✓ Serviceability inspections		



Reporting Period

The last aerodrome inspection was completed on the 20th of September 2021.

The Year in Brief

Since the last inspection, there have been no major works or notable occurrences.

AMS has been advised CASA has not yet reviewed the aerodrome's Part 139 MOS aerodrome manual and associated documentation. The aerodrome's Transitional Aerodrome Certificate remains in place.



Certification

CASR 139.075 and the Part 139 MOS (sections 12.10 and 12.11) require the technical inspection of an aerodrome to be conducted by a person with relevant technical qualifications and experience, or demonstrable relevant technical experience.

This technical inspection was conducted by Kevin Thomas, a CASA approved Airport Inspector (Approval Number A012). Kevin has over 30 years' experience conducting aerodrome technical inspections and holds a Diploma in Engineering Surveying.

This aerodrome technical inspection was conducted in accordance with the requirements set by the Civil Aviation Safety Authority. The technical inspection procedure included an examination of evidence recorded by the aerodrome operator over the previous 12 month period. The opinions expressed in this report are based on this information and onsite observations.

I hereby certify that to the best of my knowledge, and conditional upon rectification of any indicated deficiencies, the published aerodrome data is correct and the aerodrome operating procedures, aerodrome facilities and equipment meet applicable safety standards.

A handwritten signature in black ink, appearing to be 'K. Thomas', written over a dotted line.

Signature

Kevin Thomas
Dip Eng Surv M.I.M.E.S.
Aerodrome Technical Inspector
Aerodrome Management Services Pty Ltd



PART A – REQUIRED ELEMENTS OF THE AERODROME TECHNICAL INSPECTION

7 Published Aerodrome Information

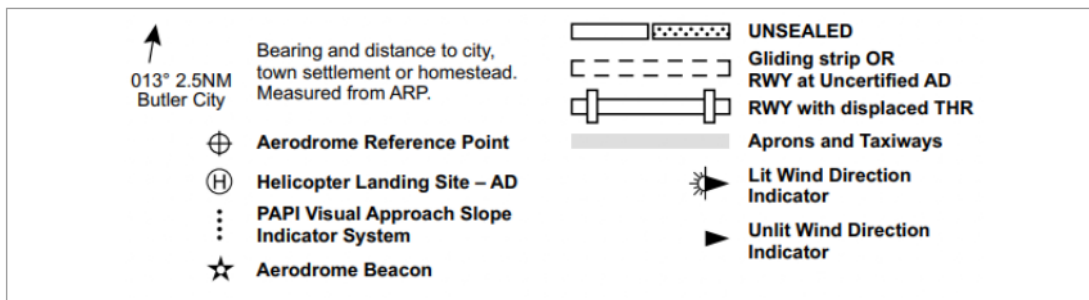
Section 5.01 of the MOS details certain information that an aerodrome operator must report to the AIS¹ provider. The AIS provider (Airservices Australia) also issues a Data Product Specification (DPS) document for each aerodrome. The Data Quality Requirements (DQR) for the DPS are published by Airservices Australia and can be accessed using the following link:

[NOTAM-Data-Quality-Requirements-for-Aerodrome-Operators.pdf \(airservicesaustralia.com\)](#)

The information published in the AIP for this aerodrome was reviewed during the ATI.

7.1 En Route Supplement Australia (ERSA) – Aerodrome Diagram

The facilities that must be annotated in the aerodrome diagram are illustrated in the legend below. Note the Part 139 MOS now requires the location of terminal buildings to be illustrated and all taxiways to have a designator, even if there is only a single taxiway.

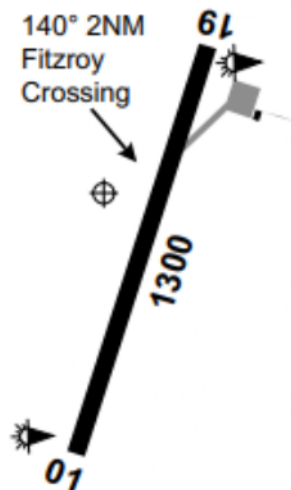


Aerodrome Diagram Legend (reproduced from AIP - ERSA Introduction)

¹ AIS – Aeronautical Information Service



The aerodrome diagram published in the upcoming edition of the ERSA is reproduced below. The information included in the diagram is incomplete.



Finding 7.1

The aerodrome diagram in the ERSA-FAC requires updating.

Corrective Action	Category	Description
7.1	Action required	Annotate taxiway as 'A' on aerodrome diagram and submit to Airservices Australia for publication. Update applicable section(s) of the aerodrome manual.

7.2 ERSA – Other Aerodrome Information

Details of the aerodrome’s facilities published in the ERSA were reviewed (see table below) and compared to the information contained within the aerodrome manual (AM). A copy of the FAC page from the current edition of the ERSA is included at Appendix 6.

No.	Required information	Data	Correct in ERSA	Correct in AM
7.2.1	GENERAL			
	Name	Fitzroy Crossing	✓	X
	Elevation	368	✓	✓
	AVFAX Code	6906	✓	✓
	State / Territory	WA	✓	✓
	UTC time conversion	+8hrs	✓	✓



	ICAO identifier	YFTZ	✓	✓
	ARP Latitude	181055S	✓	✓
	ARP Longitude	1253331E	✓	✓
	Magnetic Variation	2 DEG E	✓	✓
	AD Usage Classification (Certified, Military, Uncertified, Joint)	Certified	✓	✓
Aerodrome Operator Details				
	Name	Shire of Derby / West Kimberley	✓	✓
	Postal address	PO Box 101 Fitzroy Crossing WA 6765	✓	✓
	Email (required)	Not listed	X	X
	Website (if applicable)	Not applicable	N/A	N/A
	Phone number (Aerodrome Operator)	08 9191 0999	✓	✓
	Contact name (Aerodrome)	Not listed in ERSA	N/A	N/A
	Contact phone number (Aerodrome)	0427 915 201	✓	✓
	Contact fax number (Aerodrome – If applicable)	Not applicable	N/A	N/A
7.2.2	REMARKS			
	This AD is a Security Controlled Airport		X	X
7.2.3	HANDLING SERVICES AND FACILITIES			
	Not applicable		N/A	N/A
7.2.4	UNICOM / CAGRS (if applicable)			
	Not applicable		N/A	N/A
7.2.5	PASSENGER FACILITIES			
	Not applicable		N/A	N/A
7.2.6	RESCUE AND FIREFIGHTING SERVICES (if provided by the Operator)			
	Not applicable		N/A	N/A
7.2.7	APRONS AND TAXIWAYS (restrictions etc)			
	Not applicable		N/A	N/A
7.2.8	AERODROME OBSTACLES			



	Not applicable	N/A	N/A
7.2.9	METEOROLOGICAL INFORMATION PROVIDED		
	TAF CAT D METAR/SPECI AWIS PH 08 6216 2612 Report fault to BoM	✓	✓
7.2.10	PHYSICAL CHARACTERISTICS		
	PCN 10/F/A/1000(145PSI)/T Sealed	✓	✓
7.2.11	AERODROME AND APPROACH LIGHTING		
	RWY 01/19 LIRL(2) AFRU+PAL 126.7 RWY 01/19 PTBL(1) (1) EMERG only. (2) Manual activation by prior arrangement with AD OPR 24 HR prior notice required. BY PRIOR ARRANGEMENT	✓	✓
7.2.12	OTHER LIGHTING (standby power switchover time, taxiway lights etc)		
	Nil listed	N/A	N/A
7.2.13	ATS AND AERODROME COMMUNICATIONS FACILITIES		
	FIA Brisbane Centre 124.8 On ground	✓	✓
7.2.14	RADIO NAVIGATION AND LANDING AIDS		
	Nil listed	N/A	N/A
7.2.15	LOCAL TRAFFIC REGULATIONS (if applicable)		
	Not applicable	N/A	N/A
7.2.16	FLIGHT PROCEDURES (if applicable)		
	Not applicable	N/A	N/A
7.2.17	CTAF or CTAF - AFRU		
	CTAF-AFRU 126.7	✓	✓
7.2.18	ADDITIONAL INFORMATION (if applicable)		
	Animal and Bird Hazard Exists	✓	✓
7.2.19	CHARTS RELATED TO THE AERODROME		
	WAC #	3223	✓
	Type A Chart (if applicable) (Edition #, month, year)	Not applicable	N/A
	AIP DAP (if applicable)	Also refer to AIP Departure and Approach Procedures	✓



Finding 7.2

Information included in the ERSA - FAC requires updating.

Corrective Action	Category	Description
7.2	Action required	<p>Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-FAC:</p> <p>AERODROME OPERATOR DETAILS</p> <ul style="list-style-type: none"> Email address (now required) <p>REMARKS</p> <p>The item listed in REMARKS should be deleted as the Fitzroy Crossing Aerodrome is no longer a Security Controlled aerodrome.</p> <p>Update applicable section(s) of the aerodrome manual.</p>

7.3 ERSA – Runway Distance Supplement (RDS)

A copy of the RDS due for publication in the upcoming edition of the ERSA is included at Appendix 7. The descriptive content is reproduced in the table below. Any changes to declared distances and gradients are highlighted in Section 13.1 of this report.

Runway	Descriptive details in ERSA-RDS
01/19	Slope N end 0.2% down to N. S end 0.2% down to S. RWY WID 30 RWS WID 90

Some of the descriptive content of the RDS is incorrect/incomplete. The non-standard (grandfathered) length of the approach inner edge 90m has not been included.

Finding 7.3.1

Descriptive information included in the ERSA - RDS requires updating.

Corrective Action	Category	Description
7.3.1	Action required	<p>Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-RDS:</p> <p>NOTES</p> <ul style="list-style-type: none"> ADD NOTE RWY 01/19 APCH INNER EDGE WIDTH 90M <p>Update applicable section(s) of the aerodrome manual.</p>



Finding 7.3.2

The non-standard (grandfathered) approach inner edge length is not listed in the ERSA-RDS.

Corrective Action	Category	Description
7.3.2	Action required	Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-RDS: RWY DISTANCE SUPPLEMENT APCH RWY SURVEY AREA 01/19 APCH inner edge length 90m

7.4 DAP – Aerodrome Chart

Details of Terminal Instrument Flight Procedures are published by the AIS provider in the Departure and Approach Procedures (DAP). A copy of the aerodrome chart due for publication in the current edition of the DAP is included at Appendix 8 and was reviewed during this ATI. The approach procedure charts were not reviewed as this is the responsibility of the approach designer.

The information included in the DAP aerodrome chart was determined to be incomplete.

Finding 7.4

Information included in the DAP aerodrome chart requires updating.

Corrective Action	Category	Description
7.4	Action required	Update the DAP Aerodrome Chart by adding the following information. Submit to docs.amend@airservicesaustralia.com <ul style="list-style-type: none"> The taxiway requires an ‘A’ nomenclature. Update applicable section(s) of the aerodrome manual.

8 Aerodrome Manual and Operating Procedures

The current aerodrome manual was reviewed utilising compliance and performance markers adapted from the CASA SMS Framework². The technical inspection must include a check of the currency and accuracy of aerodrome operating procedures specified in the aerodrome manual and supporting documents [MOS 12.09 (6)(a)ii].

A tabulated summary of the manual review and any findings are included at Appendix 9.

² SAFETY MANAGEMENT SYSTEM Form 1591 (casa.gov.au)



9 Personnel (MOS Chapter 13, CASR 139 and CASR 175)

9.1 Required Personnel

CASR 139.110 and MOS Sections 10.01(4), 13.01 and 17.01 stipulate the requirement for certain personnel at a certified aerodrome. Refer also to Advisory Circular 139.C-02 v1.0 'Aerodrome personnel'³. The required key personnel must be documented in the aerodrome manual.

The required positions and assigned personnel listed in the current aerodrome manual are detailed below. Due to privacy rules, actual names have been withheld. These names are available from the aerodrome operator.

Required Position	Name of person(s) listed in Aerodrome Manual	Details correct
Accountable Manager	Shire CEO	✓
ARO(s)	Aerodrome Supervisor and ARO	✓
WSO(s)	As above	✓
Wildlife Hazard Monitoring	ARO	✓
Aerodrome Manual Controller(s)	Director of Technical and Development Services	✓
AIP Responsible Person (CASR Part 175.445)	Aerodrome Supervisor	✓
Notam authorised person(s)	ARO	✓
Person responsible for managing the Technical Inspection Program in accordance with MOS 11.10.	Director of Technical and Development Services	✓

9.2 Training and Assessment of Personnel

The aerodrome operator is responsible for ensuring its personnel can competently and safely discharge their duties. CASA recommends a three phase training program that incorporates initial, recurrent and refresher training. Recurrent training is recommended every two years and should not exceed five years. An alternative to recurrent training is continuous competence checking. Refer to Advisory Circular 139.C-02 v1.0 'Aerodrome personnel'⁴.

Both AROs are formally trained and assessed and carry an AROC for the use of airband radios.

³ AC 139.C-02 v1.0 - Aerodrome personnel (casa.gov.au)

⁴ AC 139.C-02 v1.0 - Aerodrome personnel (casa.gov.au)



9.3 Competency of AROs and WSOs

Based on a review of the Serviceability Inspection Reports, the general condition and operation of the aerodrome and observation of duties conducted by the AROs during the site visit, the AROs were observed to be generally competent to carry out the required duties in accordance with the Part 139 MOS.

However, a system for ongoing Validation of Competency (VOC) for ARO/WSO personnel was not evident and this is recommended in line with industry best practice.

Finding 9.3

Evidence of ongoing Validation of Competency (VOC) for AROs/WSOs was not observed.

Corrective Action	Category	Description
9.3	Action recommended	Develop and implement an annual VOC process for all AROs/WSOs. AMS can provide, on request, a checklist of recommended competencies for review.

10 Safety Management System (SMS) or Risk Management Plan (RMP)

CASA recommends that all certified aerodromes implement an SMS, although the requirement for an SMS or RMP is determined by the trigger criteria outlined in the Part 139 MOS (and further explained in Advisory Circular 139.A03 v1.0 ‘Application of aerodrome standards’⁵).

This aerodrome has an SMS in place. Minutes of the latest SMS meeting dated 07.08.2019 were reviewed and it was found that this meeting was combined with an emergency committee meeting.

Finding 10.1

The SMS meeting is overdue.

Corrective Action	Category	Description
10.1	Action required	Hold an SMS meeting as soon as practicable. Ensure the meeting schedule detailed in the aerodrome’s SMS is adhered to.

⁵ AC 139.A-03 v1.0 - Application of aerodrome standards (casa.gov.au)



11 Supporting Documentation

The following supporting documentation is listed by the aerodrome operator as currently being in use at this aerodrome. Any of the documents that are also listed in Section 6 of this report were reviewed as part of the inspection.

Document # / System ID	Title	Comments
Not applicable (Excel spreadsheet)	Aeronautical Data Package (ADP)	Refer to Section 7 of this report.
	Safety Management System	Refer to Section 10 of this report.
	Drug and Alcohol Management Plan (DAMP)	Reviewed and deemed acceptable. Records of certificates were reviewed.



12 Movement Area

12.1 Runway

Runway 01/19

The runway is 1300m by 30m with sealed shoulders.

The runway is rough and undulating. This is caused by the very reactive sub grade materials. The runway was reconstructed in 2013 to fix a very bad ride quality. This work resulted in a smooth runway; however the pavement has continued to warp and move above the underlying black soil clays.



Typical view south to north



Typical crack patching.



Note the sand to 'bulk out' the crack patching

The ride quality is very poor. Deformation, not necessarily discovered by the profile levels taken and graphed (as presented in earlier reports) is quite bad. This has been the subject of complaint by the RFDS. In the strictest application of the rules, the runway needs reconstruction.

The seal is in adequate condition although cracked with stone loss, which has been a concern in previous reports. Longitudinal cracking is very evident, and a considerable amount of crack sealing has been carried out.

Reconstruction plans are well under way and tenders have been let for the reconstruction of the runway.

Finding 12.1.1

The runway pavement is deformed, causing undulations and poor ride quality.

Corrective Action	Category	Description
12.1.1	Action required	Continue with plans to reconstruct the runway.

Runway Surface Texture

Sand patch testing of the runway was carried out in September 2020. The results are reproduced below for ongoing reference. The runway surface is a chip seal with a low bitumen content which explains some of the stone loss. The stone is more rounded than angular which also leads to poor adhesion and stone loss.

The surface is hungry in appearance and as a result the texture is reasonably high. Chainage 00 is at the South end. Part 139 MOS requires a minimum average texture depth of 0.625mm, with a preferred depth of 1mm.



CHAINAGE	OFFSET	DIAMETER (MM)	TEXTURE DEPTH (MM)
130M	11ML	200	1.59
260M	4MR	200	1.59
390M	4ML	180	1.96
520M	11MR	180	1.96
650M	4ML	200	1.59
780M	4MR	210	1.44
910M	11ML	220	1.32
1040M	4MR	220	1.32
1170M	4ML	220	1.32

Sand patch test results (September 2020)

Further testing is not required prior to September 2030 unless any of the following occur [refer to the Part 139 MOS 6.09 (2)]:

- The surface is reconstructed or overlaid.
- A surface treatment or enrichment is applied to any part of the runway.
- A written direction is received from CASA.

Finding 12.1.2

The runway surface texture depth was calculated during the September 2020 inspection using sand patch tests.

Corrective Action	Category	Description
12.1.2	Action recommended	Include the sand patch test results in the aerodrome manual for ongoing reference. Refer to Section 12.1 of this report.

Runway Threshold Data

The Data Quality Requirement (DQR) for runway threshold point coordinates is accuracy to within 1 metre. For runways with instrument flight procedures with approach vertical guidance, the DQR for the landing threshold point (which usually coincides with the runway threshold point coordinates) is 0.3 metres. Due to tectonic movement, these coordinates should be reviewed at least every 5 years to ensure ongoing accuracy. The DQR for threshold point elevation is accuracy to 0.25 metres.

The runway threshold coordinates are published in the Designated Airspace Handbook⁶ (DAH). The entry for this aerodrome in the 16 June 2022 issue of the DAH is reproduced below.

Aerodrome	Bearing (True)	Runway	Latitude	Longitude
FITZROY CROSSING	17.43	01	181121.06S	1253328.64E
FITZROY CROSSING	197.43	19	181040.53S	1253341.95E

⁶ Designated Airspace Handbook (Airservices Australia)



The runway threshold elevations are published on the DAP aerodrome chart (see Appendix 8 and the table below).

Runway Designator	Threshold Point Elevation
01	363 feet (110.64 m)
19	363 feet (110.64m)

During the 2021 inspection, the runway thresholds were surveyed, and the data is detailed in the table below.

Runway Designator	Threshold Point Coordinates	Threshold Point Elevation (metres)	Date of assessment
01	18 deg 11 min 20.947 sec 125 deg 33 min 28.738 sec	111.919	20.09.21
19	18 deg 10 min 40.591 sec 125 deg 33 min 41.902 sec	111.919	20.09.21

The published data does not reflect the 2021 survey data.

Finding 12.1.3

The runway thresholds were re-surveyed in 2021.

Corrective Action	Category	Description
12.1.3	Action required	Forward details of the threshold survey data as outlined in Section 12.1 of this report to Airservices Australia. Update applicable section(s) of the aerodrome manual.

12.2 Runway Strip

Graded Portion

The runway strip is generally firm and smooth. Scouring was noted on the east side abeam the apron.



Strip generally firm and smooth with low grass cover.



Strip scoured on its outer edges along the east side. Particularly bad near the apron.

Finding 12.2

Strip scoured on its outer edges along the east side.

Corrective Action	Category	Description
12.2	Action required	Fill and make smooth the scouring along the outer edges of the strip along the eastern side. It is particularly bad near the apron.



12.3 Runway End Safety Areas (RESAs)

With the exception of a Code 1 or 2 non-instrument runway, a RESA must be provided at the end of each runway strip that, as a minimum, is twice the width of the runway. The longitudinal and transverse slopes on any part of a RESA must not exceed 5%. See MOS 6.26.

The minimum length of the RESA at each end of the runway is detailed in MOS 6.26 and reproduced in the table below. Where the RESA meets the minimum length but does not meet the *preferred length*, this must be detailed in the aerodrome manual in accordance with MOS 1.08(4).

Runway Code No.	Minimum length of RESA	Preferred length of RESA
1 or 2	60 m	120 m
3 or 4	90 m; or 240m (if the runway is intended for scheduled international air transport operations)	240 m

MOS Table 6.26(4) The minimum length of a RESA

The runways at Fitzroy Crossing are Code 2 instrument runways and therefore, under the Part 139 MOS, require RESAs at least 60m in length. RESAs do not exist at either end. At the south end, there is only from the end of the runway strip to the fence. At the northern end, the surface is relatively rough and includes a lateral drain. Therefore, it is not immediately possible to create RESAs that meet the Part 139 MOS.

However, the lack of RESAs can be grandfathered as previous standards permitted the RESA to commence at the end of the runway, rather than the end of the runway strip.

Finding 12.3

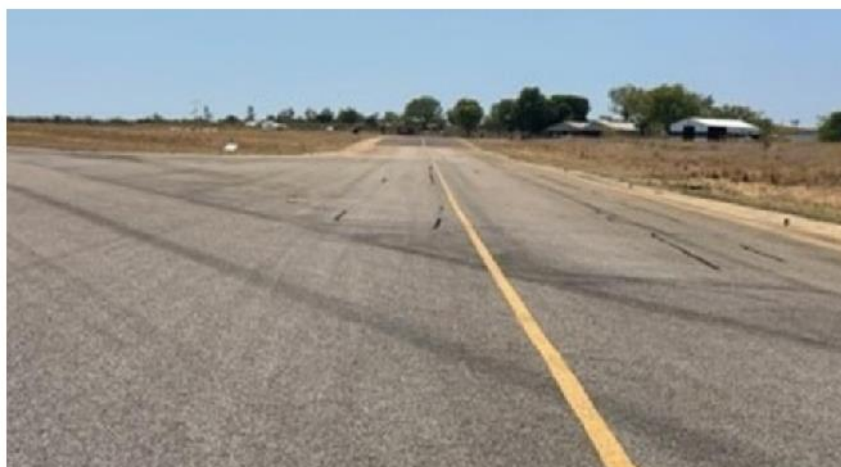
There is insufficient room for RESAs at each end of the runway strip.

Corrective Action	Category	Description
12.3	Action required	Ensure the fact that the RESAs do not commence at the runway strip ends is grandfathered in the manual.

12.4 Taxiway

The same comments apply to the taxiway as per the runway.

The taxiway does have 2.5m wide sealed shoulders. It is assumed the taxiway is Code B, in which case shoulders are optional (but recommended) in accordance with the Part 139 MOS.



Taxiway A

12.5 Apron

The apron is in similar condition to the runway in terms of deformation, cracking and stone stripping.

Some patch repairing has been carried out. A full reseal of the apron is required as a matter of good preventative maintenance.



Apron showing stone stripping

Finding 12.5

The apron seal is cracked.

Corrective Action	Category	Description
12.5	Action recommended	Carry out a reseal of the apron.



12.6 Drainage

The drains are fundamentally in good condition; however they would benefit from being graded to remove excess vegetation and silt before the upcoming wet season

Finding 12.6

Drains are slightly clogged by vegetation and silt.

Corrective Action	Category	Description
12.6	Action required	Carry out a re-grade of the drainage systems.

13 Obstacle Limitation Surfaces (OLS)

13.1 Take-off and Approach Surfaces

The survey of the take-off and approach surfaces for the aerodrome is detailed in Appendix 5.

Some smaller close in trees have grown quickly in the last twelve months. This has resulted in increased gradients and the necessity of the following NOTAM.

Finding 13.1.1

The take-off gradients and/or supplementary distances for Runway 01/19 have changed.

Corrective Action	Category	Description
13.1.1	Immediate action required	Issue the following NOTAM: RWY DECLARED DISTANCE AND GRADIENT CHANGES RWY TODA 01 1360(2.23%) 19 1360(2.00%) SUPPLEMENTARY DISTANCES RWY 01 1313(1.6%), 1339(1.9%), 1358(2.2%) RWY 19 1300(1.6%), 1346(1.9%) Update applicable section(s) of the aerodrome manual.

Finding 13.1.2

The aerodrome has a published instrument approach procedure, and it is a requirement to provide a copy of the survey to the instrument approach designer.

Corrective Action	Category	Description
13.1.2	Action required	Forward a copy of the aerodrome survey included at Appendix 5 of this report to Airservices Australia.



13.2 Transitional Surfaces

A visual assessment of the transitional surfaces was conducted, and potential infringements surveyed.

The aerodrome is situated in an area where the tree growth along either side is non-existent. Further, there are no buildings or terrain that would infringe the transitional surfaces.

13.3 Visual Assessment of the OLS

The inner horizontal and conical surfaces were visually assessed from the aerodrome and no new obstacles were identified.

13.4 Critical Object Monitoring

The technical inspection must include a check of the aerodrome operator’s monitoring of the instrument approach procedure-critical obstacles nominated by the procedure designer for any terminal instrument flight procedures published for the aerodrome [Part 139 MOS 12.09(1)(c)].

The procedure is documented in the aerodrome manual and included on the daily serviceability inspection checklist.

13.5 Visual Segment Surface (if applicable)

The Visual Segment Surface (VSS) is a PANS-OPS design segment of a straight-in instrument approach procedure, which needs to be monitored and kept clear of any penetrations by obstacles. Further information is available in Advisory Circular 139-21 ‘Visual segment surface: Monitoring requirements and the reporting of obstacles’⁷.

Details of the VSS are reproduced below. The VSS was considered during the survey conducted as part of this technical inspection and no infringements were found.

Details of the VSS are not included in the aerodrome manual. Their inclusion in the manual would assist the AROs to monitor the applicable airspace.

VSS Runway 01	
VSS 01 Parameters:	
Inner Edge	90m
Start Pt fm THR	60m
Divergence (L)	31% (16.76°)
Divergence (R)	15% (8.53°)
End Pt fm THR	5326m
Height at end point	930ft/283.4m
Surface Gradient	1.88deg
Nominal Descent Gradient	3.0deg

⁷ AC 139-21 Visual segment surface: Monitoring requirements and the reporting of obstacles (casa.gov.au)



VSS Runway 19	
VSS 19 Parameters:	
Inner Edge	90m
Start Pt fm THR	60m
Divergence (L)	15% (8.53deg)
Divergence (R)	24%(13.30deg)
End Pt fm THR	6811m
Height at end point	1090ft/332.2m
Surface Gradient	1.88deg
Nominal Descent Gradient	3.0deg

Finding 13.5

Additional VSS information could be included in the aerodrome manual to assist the AROs monitor the relevant airspace.

Corrective Action	Category	Description
13.5	Action recommended	Obtain details of the VSS from the instrument approach designer and include in the aerodrome manual.

13.6 Type A Chart (if applicable)

Not applicable at this aerodrome.

14 Visual Aids

Visual aids include aerodrome markings, markers, signs and wind direction indicators.

14.1 Aerodrome Markings

Runway

The runway markings are clear and bright. They are correct. However, it was noted that there were no guidance lines for the turning of aircraft at the turn pads and the edge line to the turn pads are a single white line 300mm wide. The new standard requires two 150mm painted yellow lines. The amendment to these lines can be held over until the next repaint.



Runway 19 Line Markings

Taxiway(s)

The taxiway markers are clear and bright. The holding position lines are correct to the old MOS 139. The new standards require the holding point lines to have a width of 300mm. The change can be held over until the next repaint.

Apron

The apron markings are clear and bright.



Apron Markings

Finding 14.1

Some minor amendments are required to the paint markings.

Corrective Action	Category	Description
14.1	Action required	Amend the following markings: <ul style="list-style-type: none"> • Repaint turning guidance lines and edge lines on the turn pads. • Re paint the holding position lines so their width is 300mm.

14.2 Markers

Markers are in good condition and correctly laid out.

14.3 Wind Direction Indicator(s)

Both wind indicators (WDI) are in good condition and correctly marked.



Primary WDI



Secondary WDI



14.4 Movement Area Guidance Signs (MAGS) (if applicable)

Not applicable at this aerodrome.

14.5 Airside Vehicle Control Signs (if applicable)

Not applicable at this aerodrome.

14.6 Protection of Navigational Aids and Meteorological Equipment Signs (if applicable)

Not applicable at this aerodrome.

14.1 General

The aerodrome lighting was not reviewed during this inspection as this is covered under the Electrical Annual Technical Inspection (EATI). Serviceability Inspection records of the aerodrome lighting were considered as part of the aerodrome manual review as detailed in Appendix 9.

14.2 Standby and Emergency Aerodrome Lighting

Not applicable at this aerodrome.

15 Other Equipment or Facilities at the Aerodrome

15.1 Radios

The aerodrome has two radios (hand held) they are in working condition.

15.2 Aerodrome fencing and gates

The fences were found to be in a reasonable condition. The fence across Plum Plain was not inspected.

15.3 Equipment for bird and wildlife dispersal

Car horns are used for wildlife dispersal as required.

15.4 Equipment for aerodrome emergencies

There is no equipment for aerodrome emergencies at this aerodrome.

15.5 Light Aircraft Tie-down Facilities

The Part 139 MOS (paragraph 21.01) states an aerodrome operator may provide tie-down facilities only if they are of a sufficient strength to securely hold down the aircraft type for which they are provided. CASA recommends the design of the facilities should be determined in consultation with an engineering consultant or manufacturer of the system.

Tie-down facilities must be fixed to the ground using embedded anchors which must be not more than 25 mm above ground level.

**Finding 15.5****No evidence of load testing of the tie-downs was observed.**

Corrective Action	Category	Description
15.5	Action recommended	Test and document in the aerodrome manual the strength of the tie-downs or remove the facilities. An alternative may be to publish in the ERSa-FAC that the tie-downs have not been load tested.



PART B – APPENDICES

Appendix 1 - Definitions and Acronyms

The following definitions and acronyms have been sourced from the Part 139 MOS.

aerodrome facility	<p>Any of the following physical things at an aerodrome as mentioned in the Part 139 MOS for an aerodrome:</p> <ul style="list-style-type: none"> the physical characteristics of any movement area including runways, taxiways, taxilanes, shoulders, aprons, primary and secondary parking positions, runway strips and taxiway strips; infrastructure; structures; equipment; earthing points; cables; lighting; signage; markings; visual approach slope indicators; any other similar thing that is physical matter and is used for the operation of aircraft at the aerodrome. <p><i>Note 1 – aerodrome facilities are physical matter. Management and administrative processes do not constitute an aerodrome facility.</i></p>
aerodrome movement	For an aircraft, means a take-off, a landing or a touch-and-go.
aerodrome reference code (ARC)	<p>The ARC is made up of three elements:</p> <ul style="list-style-type: none"> a code number determined by the aeroplane reference field length (code number or runway code number); and a code letter determined by the aeroplane wingspan (code letter); and the OMGWS.
aerodrome reference point (ARP)	Means the designated geographical location of an aerodrome.
aerodrome technical inspection (ATI)	An inspection of the facilities, equipment and operation of a certified aerodrome, conducted by, or on behalf of, the aerodrome operator to ensure detection of any deterioration that could make any of the facilities, equipment or operations unsafe for aircraft operations.
aerodrome reference field length	<p>The minimum field length required for an aeroplane to take off at maximum certificated take-off mass, at sea level, in standard atmospheric conditions, in still air and with zero runway slope, as shown in:</p> <ul style="list-style-type: none"> the aeroplane’s aircraft flight manual approved by the national aviation authority which issued the initial type certificate for the aeroplane; or



	<ul style="list-style-type: none"> equivalent data from the aeroplane manufacturer.
AIP	Aeronautical Information Publication
AIP-ERSA	Aeronautical Information Publication – En Route Supplement of Australia
aircraft movement	<p>One of the following:</p> <ul style="list-style-type: none"> the landing of an aircraft at an aerodrome; the take-off of an aircraft from an aerodrome; a touch-and-go manoeuvre of an aircraft at an aerodrome.
aircraft movements	<p>When referred to numerically for an aerodrome, for a financial year, means the numbers of aircraft movements at the aerodrome during the financial year, as compiled by the aerodrome operator or the ATS provider.</p> <p><i>Note: CASA may require an aerodrome operator or an ATS provider to provide it with aircraft movement data. See CASR 139.140 and 139.145.</i></p>
air transport operation	<p>As per clause 3 of Part 2 of the CASR Dictionary. A passenger transport operation, or a cargo transport operation, that:</p> <ul style="list-style-type: none"> is conducted for hire or reward; or is prescribed by an instrument under CASR 201.025. <p><i>Note – an aerial work operation is not an air transport operation.</i></p>
air transport passenger	A passenger in an air transport operation.
air transport passenger movement numbers	For an aerodrome, for a financial year, means the numbers, published by the Department, of air transport passenger movements at the aerodrome during the financial year, and any reference to air transport passenger movements is a reference to the movements compiled in these numbers.
CASR	Civil Aviation Safety Regulations 1998
clearway (CWY)	A defined area at the end of the TORA, on the ground or water under the control of the aerodrome operator, that is selected or prepared as a suitable area over which an aeroplane may make a portion of its initial climb to a specified height.
DAP	Departure and Approach Procedures
Department	The Department of State of the Commonwealth that is administered by the Minister who, from time to time, administers CASR. Currently, this is the Department of Infrastructure, Transport, Regional Development and Communications but may change from time to time in accordance with Administrative Arrangements Orders made by the Governor General.
ERSA - FAC	The pages of the ERSA that pertain to a particular aerodrome/heliport.
facility	Has the same meaning as aerodrome facility.
grandfathered facility	An existing aerodrome facility (the facility) and the obstacle limitation surfaces associated with an existing runway that is part of the existing aerodrome facility (the OLS) that, on and after the commencement of this MOS, do not comply with the standards in this MOS, provided that: (a) the facility and the OLS complies, and continues to comply, with the standards which applied to the facility and the OLS immediately before the commencement of this MOS; and



	<p><i>Note CASA guidance documents identify the range of previous standards that may have applied.</i></p> <p>(b) the aerodrome operator’s aerodrome manual:</p> <ul style="list-style-type: none"> (i) identifies the facility and the OLS; and (ii) sets out in detail how the facility and the OLS do not comply with this MOS.
gravel	For a surface, means that the surface is comprised of gravel and may binding additives but is not sealed.
IAW	in accordance with
international air transport operation	An international air transport operation whether or not it is conducted in accordance with a published schedule.
manoeuvring area	That part of the aerodrome to be used for the take-off, landing and taxiing of aircraft, excluding aprons.
Method of Working Plan (MOWP)	A plan to ensure that aerodrome works do not present a hazard to aircraft operations.
movement area	That part of an aerodrome to be used for the take-off, landing and taxiing of aircraft, consisting of the manoeuvring area and the aprons.
NOTAM	Notice to Airmen. A notice issued by the NOTAM Office containing information or instructions concerning the establishment, condition or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to persons concerned with flight operations.
Obstacle Limitation Surfaces (OLS)	<p>A series of planes, associated with each runway at an aerodrome, that defines the desirable limits to which objects or structures may project into the airspace around the aerodrome so that aircraft operations at the aerodrome may be conducted safely. The OLS are as follows:</p> <ul style="list-style-type: none"> • the outer horizontal surface; • the conical surface; • the inner horizontal surface; • the approach surface; • the inner approach surface; • the transitional surface; • the inner transitional surface; • the baulked landing surface; • the take-off climb surface.
obstacles	<p>Fixed (whether temporarily or permanent) and mobile objects, structures and parts of such objects and structures, that:</p> <ul style="list-style-type: none"> • are located on an area provided for the surface movement of aircraft; or • extend above a defined surface designated to protect aircraft in flight; or • stand outside the defined surfaces mentioned above and that have been assessed as being a hazard to air navigation.
OMGWS	Outer main gear wheel span



PAL	Pilot activated lighting system
PAPI	Precision Approach Path Indicator
RDS	Runway Distance Supplement
RESA	Runway End Safety Area. An area symmetrical about the extended runway centreline and adjacent to the end of the runway strip, primarily to reduce the risk of damage to an aeroplane which undershoots or overruns the runway.
runway	A defined rectangular area on a land aerodrome prepared for the landing and take-off of aircraft.
runway strip	A defined area, including the runway and stopway, provided to: <ul style="list-style-type: none"> • reduce the risk of damage to aircraft running off a runway; and • protect aircraft flying over the runway during take-off or landing operations.
sealed	For a surface, means that the surface is wholly, or preponderantly, sealed with a surface treatment which may include bitumen, asphalt, concrete or another suitable treatment.
stopway	A defined rectangular area on the ground at the end of the take-off run available prepared as a suitable area in which an aircraft can be stopped in the case of an abandoned take-off.
STODA	Supplementary Take-off Distance Available
taxiway	A defined path on aerodrome on land, established for the taxiing of aircraft from one part of an aerodrome to another. A taxiway includes a taxilane, an apron taxiway and a rapid exit taxiway.
taxiway strip	An area including a taxiway provided to protect an aircraft operating on the taxiway and to reduce the risk of damage to an aircraft which accidentally runs off the taxiway.
threshold	The beginning of that portion of the runway usable for landing.
TODA	Take-off Distance Available. The full length of the runway plus the length of any clearway. If there is no designated clearway, the part of the runway strip between the end of the runway and the runway strip end must be included as part of the TODA. TODA = TORA + CWY
TORA	Take-off Run Available. The full length of the runway available in the relevant take-off direction. TORA = length of runway. Neither stopway nor clearway are included in the TORA.
visual aids	Visual aids to navigation in the form of markers, markings, lights, signs, signals, displays or wind direction indicators, or combinations of these, which provide information to aircraft and vehicles on, or using, the movement area of an aerodrome.

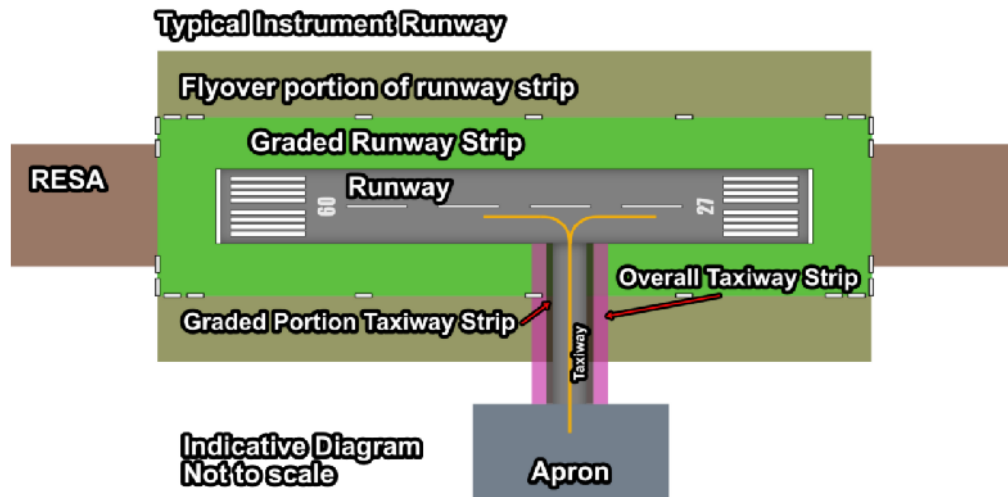


Appendix 2 - Aerodrome Management Processes - Trigger Criteria

Requirement	Air transport passenger numbers (per year)					International
	0 < 10 000	10 000 < 25 000	25 000 < 50 000	50 000 < 350 000	350 000 +	
Safety / risk management <i>* Review concurrently with items (1) and (2)</i>			Risk management plan	Safety management system		ICAO Annex 19 Safety management system
Technical inspections <i>* Review concurrently with items (6), (7) and (8)</i>	Validation only	Split technical inspection (some elements may be conducted bi-annually)		Full technical inspection		
Emergency Plan <i>* Review concurrently with item (3)</i>	May be covered under local emergency management arrangements			Aerodrome Emergency plan		
Emergency committee					Aerodrome Emergency committee	
Emergency preparedness <i>* Review concurrently with item (4)</i>	Emergency induction program			Emergency exercises (modular testing / full scale exercise)		
Wildlife hazard management <i>* Review concurrently with item (5)</i>	Wildlife hazard management plan recommended where a high wildlife risk exists at the aerodrome			Wildlife hazard management plan		
Aircraft movement numbers (per year)						
<i>** must be considered concurrently with air transport passenger numbers (refer top of table)</i>						
(1) Risk management plans are required for more than 20 000 up to but not including 50 000 aircraft movements. (2) A safety management system is required for 100 000 or more aircraft movements. (3) An Aerodrome Emergency Plan is required for 100 000 or more aircraft movements. (4) Emergency exercises (modular testing / full scale exercise) is required for 100 000 or more aircraft movements. (5) A wildlife hazard management plan is required for 100 000 or more aircraft movements. (6) Annual validations are required for aircraft movement numbers below 20 000. (7) 'Split' Technical Inspections are required for 20 000 or more up to but not including 100 000 aircraft movements. (8) Technical Inspections are required for 100 000 or more aircraft movements.						

Reproduced from AC 139.A03 v1.0 Application of aerodrome standards (CASA, June 2020)

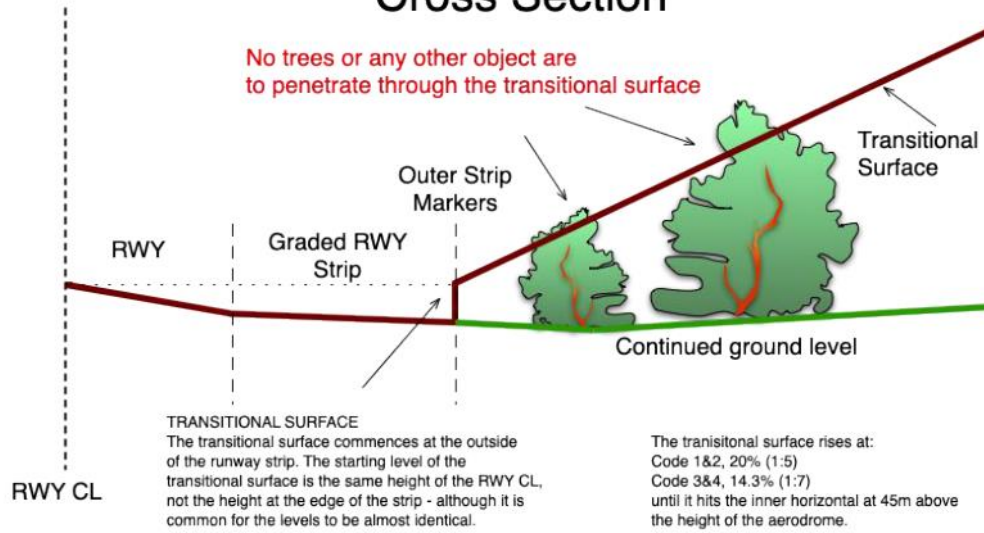
Appendix 3 - Basic Aerodrome Layout





Appendix 4 - Transitional Surface Schematics

Non-Instrument Transitional SFC 50% Cross Section





Appendix 5 - Take-off and Approach Survey Data and Photos

Fitzroy Crossing - Aerodrome Survey											
Position		181055S	1253331E	Elevation		368 FT	Date		22.09.2022		
Surveyed by: Kevin Thomas											
Runway Details											
Dimensions		1300 m x 30 m		Slope		0% down to N		Surface		Sealed	
Levels TKOF 01		RWY END 111.836		TKOF 19		RWY END 111.917		Runway BRG (T)		17.3	
RWS END		111.02		RWS END		111.184					
Declared Distances						Survey Specs					
RWY	TORA	TODA	ASDA	LDA	Code 2 Non-Precision (Previous Standard)						
1	1300	1360 (2.23%)	1300	1300	Take-Off SFC		Approach SFC				
19	1300	1360 (2%)	1300	1300	Inner Edge	80 m	Inner Edge	90 m			
Supplementary Take-Off Distances					Dist FM THR	60 m	Dist FM THR	60 m			
RWY	1.6%	1.9%	2.2%	2.5%	3.3%	5.0%	Divergence	10%			
1	1313	1339	1358	NA	NA	NA	Final Width	580 m			
19	1300	1346	NA	NA	NA	NA	1st Sect Slope	3.33%			
					Length		2500 m		1st Sect Length		2500 m
Obstacle Information											
TKOF RWY	Object No	Description	DIST OUT	HT ABV CWY	OBST GRAD	OBST RL	DIST FM SOT	OFFSET	Comment		
1	1	Tree	136.81 m	2.4 m	1.75%	114.23 m	1496.81 m	56.44 mL	Outside TKOF SFC		
1	2	Tree	118.13 m	2.63 m	2.23%	114.47 m	1478.13 m	26.16 mL	Critical Object		
1	3	Tree	174.67 m	2.56 m	1.46%	114.39 m	1534.67 m	10.68 mR			
1	4	Tree	630.46 m	7.39 m	1.17%	119.23 m	1990.46 m	97.78 mR			
19	1	Tree	212.89 m	6.43 m	3.02%	118.35 m	1572.89 m	104.15 mL	Outside TKOF SFC		
19	2	Tree	231.76 m	4.65 m	2%	116.57 m	1591.76 m	32.3 mL	Critical Object		
19	3	Tree	409.97 m	5.22 m	1.27%	117.14 m	1769.97 m	4.41 mR			
19	4	Tree	415.47 m	4.13 m	0.99%	116.04 m	1775.47 m	20.92 mR			
19	5	Tree	542.52 m	5.01 m	0.92%	116.92 m	1902.52 m	112.18 mR	Outside TKOF SFC		

RWY DECLARED DISTANCE AND GRADIENT CHANGES

RWY TODA

01 1360(2.23%)

19 1360(2.00%)

SUPPLEMENTARY DISTANCES

RWY 01 1313(1.6%), 1339(1.9%), 1358(2.2%)

RWY 19 1300(1.6%), 1346(1.9%)



Obstacle Co-ordinates Runways								
TKOF RWY	Object No	Description	DIST OUT	OBST RL	OFFSET	WGS 84 Latitude	WGS 84 Longitude	Notes
1	1	Tree	136.81 m	114.23 m	56.44 mL	18° 10 ' 34.03 " S	125° 33 ' 42.05 " E	Outside TKOF SFC
1	2	Tree	118.13 m	114.47 m	26.16 mL	18° 10 ' 34.91 " S	125° 33 ' 42.85 " E	Critical Object
1	3	Tree	174.67 m	114.39 m	10.68 mR	18° 10 ' 33.5 " S	125° 33 ' 44.62 " E	
1	4	Tree	630.46 m	119.23 m	97.78 mR	18° 10 ' 20.19 " S	125° 33 ' 52.05 " E	
19	1	Tree	212.89 m	118.35 m	104.15 mL	18° 11 ' 30.43 " S	125° 33 ' 29.37 " E	Outside TKOF SFC
19	2	Tree	231.76 m	116.57 m	32.3 mL	18° 11 ' 30.32 " S	125° 33 ' 26.84 " E	Critical Object
19	3	Tree	409.97 m	117.14 m	4.41 mR	18° 11 ' 35.5 " S	125° 33 ' 23.65 " E	
19	4	Tree	415.47 m	116.04 m	20.92 mR	18° 11 ' 35.51 " S	125° 33 ' 23.26 " E	
19	5	Tree	542.52 m	116.92 m	112.18 mR	18° 11 ' 38.58 " S	125° 33 ' 19.01 " E	Outside TKOF SFC

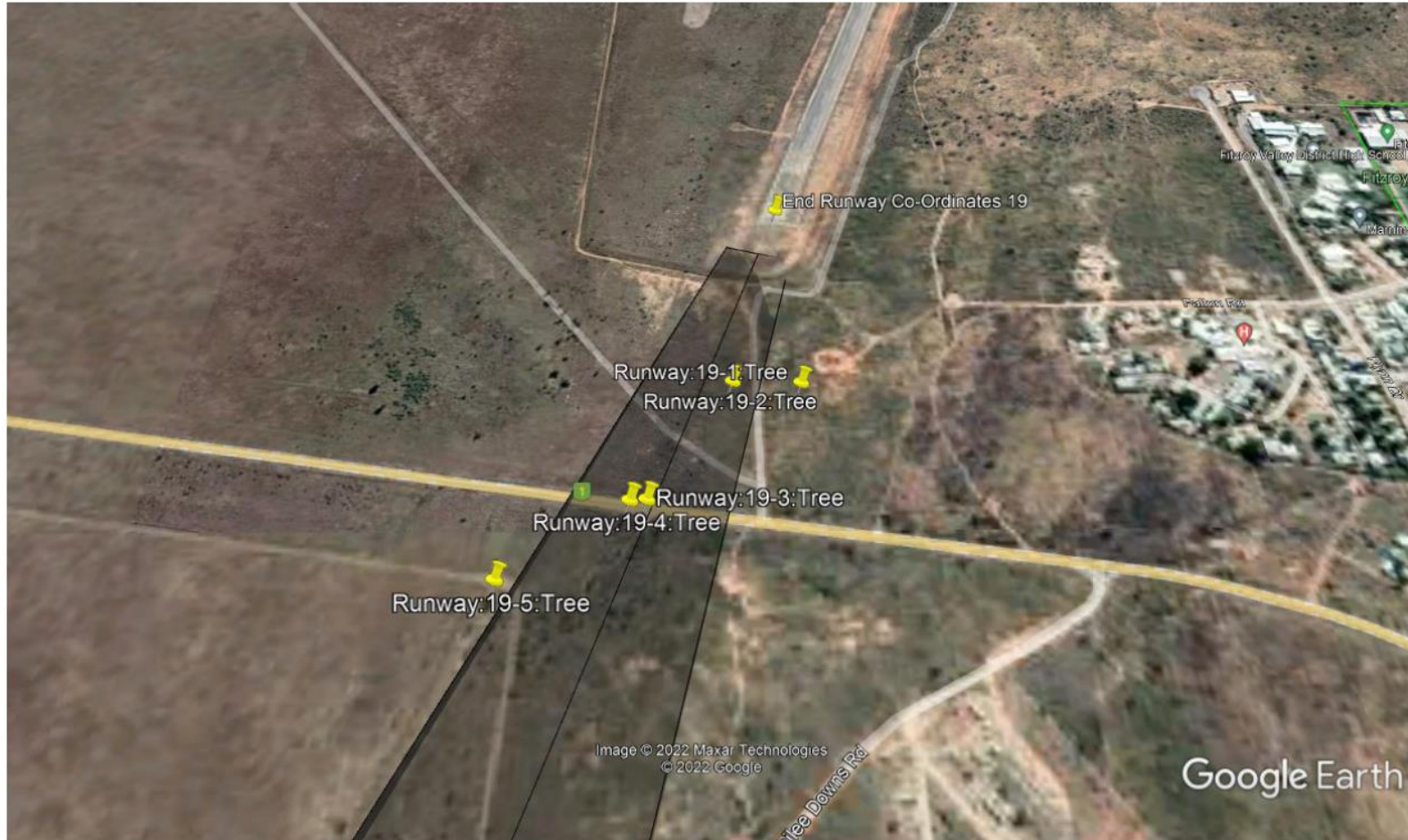


Take Off 01



Take Off 19







Appendix 6 - ERSA - FAC entry

AIP Australia 08 SEP 2022 FAC YFTZ - 1


FITZROY CROSSING **ELEV 368**
AVFAX CODE 6906

WA UTC +8 YFTZ
 181055S 1253331E VAR 2 DEG E CERT
 AD OPR Shire of Derby / West Kimberley, PO Box 101, Fitzroy Crossing, WA,
 6765. PH 08 9191 0999; 9191 5201; 0427 915 201.

REMARKS
 This AD is a Security Controlled Airport.

METEOROLOGICAL INFORMATION PROVIDED

1. TAF CAT D, METAR/SPECI.
2. AWIS PH 08 6216 2612 - Report faults to BoM.



140° 2NM
Fitzroy
Crossing

61

1300

01

PHYSICAL CHARACTERISTICS
 01/19 015 43a PCN 10 /F /A /1000 (145PSI) /T Sealed WID 30 RWS 90

AERODROME AND APPROACH LIGHTING
 RWY 01/19 LIRL(2) AFRU+PAL 126.7
 RWY 01/19 PTBL(1) BY PRIOR
ARRANGEMENT

(1) EMERG only.
 (2) Manual activation by prior arrangement with AD OPR 24 HR prior notice required.

ATS AND AERODROME COMMUNICATION FACILITIES
 FIA BRISBANE CENTRE 124.8 On Ground

CTAF - AFRU 126.7

ADDITIONAL INFORMATION
 Animal and Bird hazard exists.

CHARTS RELATED TO THE AERODROME

1. WAC 3223.
2. Also refer to AIP Departure & Approach Procedures.

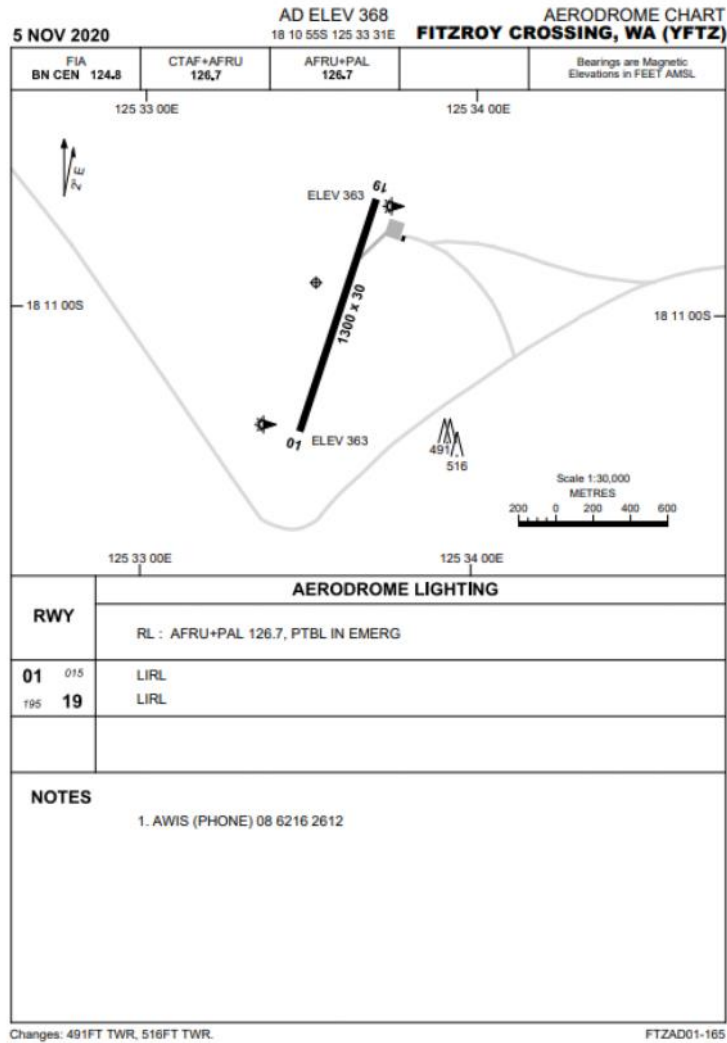


Appendix 7 - ERSA - RDS entry

RUNWAY DISTANCE SUPPLEMENT		06 SEP 2022		RDS YFTZ - 1	
FITZROY CROSSING					
RWY	(CN)	TORA	TODA	ASDA	LDA
01	(2)	1300 (4265)	1360 (4462) (1.46%)	1300 (4265)	1300 (4265)
19	(2)	1300 (4265)	1360 (4462) (1.91%)	1300 (4265)	1300 (4265)
Slope N end 0.2% down to N. S end 0.2% down to S. RWY WID 30 RWS WID 90					
SUPPLEMENTARY TAKEOFF DISTANCES					
RWY19-		1314(4311)(1.6)	1358(4455)(1.9)		



Appendix 8 - DAP - Aerodrome Chart



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Appendix 9 - Summary of Aerodrome Manual Review

Details of the aerodrome manual (AM) reviewed as part of this ATI are listed in Section 3 of this report.

NOTE – This is a review of the old manual.

The manual was reviewed utilising compliance and performance markers adapted from the CASA SMS Framework⁸. Where an aerodrome manual marker does not apply to this aerodrome, it has been annotated as not applicable (N/A).

The following definitions apply:

Marker	Status	Definition
Present (P)	✓ or X or N/A	There is evidence that the marker is clearly visible and is documented within the aerodrome manual or subsidiary documents.
Suitable (S)	✓ or X or N/A	The marker is suitable based on the size, nature, complexity and the inherent risk in the activity.
Operating (O)	✓ or X or N/A	There is evidence that the marker is in use and an output is being produced.
Effective (E)	✓ or X or N/A	There is evidence that the element or component is achieving the desired outcome.

⁸ Safety Management System Form 1591 (casa.gov.au)



9.0 Aerodrome Manual

Assess the form and function of the aerodrome manual.
 [Part 139 MOS 10.4]

Marker	Status	Comments
Present	✓	<p><i>Requirement for an aerodrome manual.</i></p> <p>AD Manual Version 1.0 present</p> <p><i>Form, contents and updating of the manual.</i></p> <p><i>Version control and change to the aerodrome manual.</i></p> <p><i>Application or adoption of other material by the aerodrome manual.</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	



9.1 Aerodrome Administration

To show the management, administration and organisational structure with key positions.

[Part 139 MOS 11.02]

Marker	Status	Comments
Present	✓	<p><i>Organisational Structure (flow chart).</i></p> <p><i>Key positions including Accountable Manager, responsible persons for the organisation, Manual Controller and persons/positions responsible for aerodrome operations and safety as required by the Part 139 MOS.</i></p>
Suitable	✓	The flow chart and structure is considered suitable
Operating	✓	The structure is operating well
Effective	✓	The structure is effective

There are no additional subsidiary documents applicable to this section of the manual.



9.2 Aerodrome Information

To ensure accurate information is supplied and maintained within the aerodrome manual.
 [Part 139 MOS 11.01]

Marker	Status	Comments
Present	✓	<p><i>Information as required by Chapter 5.</i></p> <p><i>Scaled Plan of the Aerodrome.</i></p> <p><i>Approval, Determinations, Direction, Exemptions, Conditions, or other instruments issued by CASA.</i></p> <p><i>Grandfathering and Preferred Matters.</i></p>
Suitable	✓	The existing manual to MOS 139 provides suitable information for the operation of the airport until the new 139 MOS manual is finalised by CASA
Operating	✓	The existing manual to MOS 139 provides suitable information for the operation of the airport until the new 139 MOS manual is finalised by CASA
Effective	X	The aerodrome manual was found to be effective at containing pertinent information to facilities and operations at the aerodrome. However, it was found to not comply with the Part 139 MOS layout requirements.

Finding AM 9.2

The aerodrome is being operated to the MOS 139 aerodrome manual.

Corrective Action	Category	Description
AM 9.2	Action required	Implement and use the new manual (Part 139 MOS) once final approval from CASA is received.



9.3 Aerodrome Reporting

To describe how to ensure published information regarding the aerodrome is current.
 [Part 139 MOS 11.05]

Marker	Status	Comments
Present	✓	<p><i>Identify responsible positions:</i></p> <p><i>Requirement to update change of AIP information to AIS.</i></p> <p><i>Advising NOTAM office and ATC(where applicable) of hazards that may affect aviation safety.</i></p> <p><i>Maintain records of AIP and NOTAM activity for three years.</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	

The NOTAM folder was reviewed, and it was found that it was up to date. The current NOTAM (C14/22) was in the register.



9.4 Aerodrome Serviceability Inspections

To describe how to carry out serviceability inspections, document evidence, and follow-up actions as required.

[Part 139 MOS 11.03]

Marker	Status	Comments
Present	✓	<p><i>Managing the inspections.</i></p> <p><i>Carrying out the inspections (including communications).</i></p> <p><i>Reporting results of the inspections.</i></p> <p><i>Taking follow up actions as-required.</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	

The serviceability records were reviewed, and it was found that:

- The records are up to date
- That action to repair has either been taken or a request for works has been made.



9.5 Aerodrome Lighting

To describe how to operate the lighting system(s), carry out lighting inspections, document evidence, and follow-up actions as required.

[Part 139 MOS 11.04]

Marker	Status	Comments
Present	✓	<p><i>Identify the responsible persons.</i></p> <p><i>Carrying out the inspections of lighting, back-up power, portable lighting and monitoring hazardous lights.</i></p> <p><i>Maintaining records of the inspections.</i></p> <p><i>Taking follow up actions as required.</i></p> <p><i>Activation and operations of lighting systems.</i></p> <p><i>Carry out maintenance and emergency maintenance.</i></p> <p><i>Deal with a partial or total power system failure.</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	



9.6 Unauthorised Entry to Aerodrome

To prevent the unauthorised access to the movement area (airside.)
 [Part 139 MOS 11.11]

Marker	Status	Comments
Present	✓	<i>Procedures for controlling airside access.</i> <i>Procedures for monitoring airside access control point and barriers, such as fencing.</i>
Suitable	✓	
Operating	✓	
Effective	✓	



9.7 Airside Vehicle Control

If procedures have been established for the control of surface vehicles operating on or near the movement area of the aerodrome, they must be included in the manual.

[Part 139 MOS 11.14]

Marker	Status	Comments
Present	✓	Not applicable at this aerodrome. <i>Traffic Rules and their enforcement:</i> <i>Establishing a method of instructing and training drivers in relation to the traffic rules:</i>
Suitable	✓	
Operating	✓	
Effective	✓	Fitzroy Crossing has very little airside vehicle activity.

The records were reviewed and were found to be up to date.



9.8 Aircraft Parking Control

Procedures are mandatory for international operations. They may also be implemented where apron congestion creates a hazard to aircraft operations.

[Part 139 MOS 11.15]

Marker	Status	Comments
Present	✓	<p><i>Traffic Rules and their enforcement:</i></p> <p><i>Establishing a method of instructing and training drivers in relation to the traffic rules:</i></p> <p><i>Airside Qualification and training</i></p> <p><i>Vehicle Condition Compliance</i></p> <p><i>Record Keeping</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	Fitzroy Crossing has very little apron congestion due to small aircraft utilising the facility.

There are no additional subsidiary documents applicable to this section of the manual.



9.9 Aerodrome Obstacle Control

To ensure the airspace surrounding the aerodrome is not infringed by obstacles.
 [Part 139 MOS 11.05]

Marker	Status	Comments
Present	✓	<p><i>Procedures for monitoring take-off, approach, VSS and transitional surfaces.</i></p> <p><i>Procedures for monitoring critical obstacles associated with any published terminal instrument flight procedure.</i></p> <p><i>Arrangements for notifying CASA and procedure designer of proposed and actual infringements.</i></p> <p><i>Noting individual responsible positions/persons.</i></p>
Suitable	X	A minor change will be required to the survey diagrams to show updated base survey information. This will be deferred until the new 139 MOS aerodrome manual.
Operating	✓	
Effective	✓	

There are no additional subsidiary documents applicable to this section of the manual.



9.10 Protection of Communication, Navigation, Surveillance and Met Facilities

Procedures for the protection of communication, navigation, surveillance and meteorological (met) facilities (***relevant facilities***) located on the aerodrome.

[Part 139 MOS 11.16]

Marker	Status	Comments
Present	✓	Not applicable at this aerodrome.
Suitable	N/A	
Operating	N/A	
Effective	N/A	



9.11 Aerodrome Technical Inspections

To ensure the technical inspection process is correctly managed.
 [Part 139 MOS Chapter 11.10]

Marker	Status	Comments
Present	✓	<p><i>Contains a brief for the technical to follow:</i></p> <p><i>Ensure correctly qualified personnel conduct the inspection:</i></p> <p><i>Preparing and implementing a corrective action plan to assess defects identified:</i></p> <p><i>Supply CASA with copies of the reports:</i></p> <p><i>Position responsible for managing the process:</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	



9.12 Aerodrome Works Safety

To ensure procedures are available for the planning and safe execution of aerodrome works.

[Part 139 MOS 11.07]

Marker	Status	Comments
Present	✓	<p>Preparation of MOWP and how to contact aircraft operators and aerodrome users.</p> <p>Communication with aircraft and ATC.</p> <p>Carrying out time-limited or emergency works.</p> <p>Notifying aircraft operators and aerodrome users of time-limited or emergency works.</p> <p>Carrying out works when the aerodrome is closed to aircraft operations.</p>
Suitable	✓	
Operating	✓	
Effective	✓	



9.13 Wildlife Hazard Management

To ensure procedures are available to assess and mitigate wildlife hazards on the aerodrome.
 [Part 139 MOS Chapter 11.08]

Marker	Status	Comments
Present	✓	<p><i>Arrangements to monitor any wildlife hazard:</i></p> <p><i>Arrangements to assess any wildlife hazard:</i></p> <p><i>Arrangements to mitigate any wildlife hazard:</i></p> <p><i>Arrangements to report any wildlife hazard (NOTAM, CTAF etc.):</i></p> <p><i>Liaising with relevant authorities for proposed or actual sources of wildlife attraction inside or outside the aerodrome boundary:</i></p> <p><i>Individuals or positions responsible for the monitoring and mitigating of wildlife hazards:</i></p>
Suitable	✓	
Operating	✓	
Effective	X	The Fitzroy Crossing Aerodrome does have a considerable presence of Kite Hawks. A wildlife management plan is required.

The wildlife hazard folder was reviewed, and it was found that it is has been regularly up dated. The last register entry was 27/7/22.



9.14 Low Visibility Operations

Procedures for the management of ground activities at an aerodrome where low-visibility operations are conducted on the aerodrome.

[Part 139 MOS Chapter 11.17]

Not applicable as there are no low-visibility operations at this aerodrome.

9.15 Disabled Aircraft Removal

Procedure to remove an aircraft that is disabled on or near the movement area.

[Part 139 MOS 11.13]

Marker	Status	Comments
Present	✓	<p><i>Identify roles of AD operator and the holder of the certificate of registration:</i></p> <p><i>Notify the holder of the certificate of registration:</i></p> <p><i>Liaise with ATSB, Defence and ATC as applicable:</i></p> <p><i>Obtain appropriate equipment to remove the aircraft:</i></p> <p><i>Persons responsible for arranging the removal of the aircraft with a telephone number and after hours availability:</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	<p>Whilst the recovery of a disabled aircraft has not been required within the last 10 years, it is believed that the plan would be effective if activation was required.</p>



9.16 Aerodrome Safety Management

To note the presence of a Safety Management System (SMS) or Risk Management Plan (RMP).
 [Part 139 MOS Chapter 11.09]

Marker	Status	Comments
Present	✓	The Fitzroy Crossing aerodrome has an SMS
Suitable	✓	The SMS has been written in accordance with MOS139.
Operating	X	The SMS is operating however meetings have not been held on a regular basis.
Effective	✓	Although meetings are not being held and the SMS is not particularly active, good decision are being made in line with the company structure and principles of the SMS.

Until the new manual is accepted by CASA it is a requirement to operate the aerodrome in accordance with the current (old) manual, which requires the SMS to be managed with regular meetings. They are required every 3 months, but evidence of a recent meeting was not observed.

Finding AM 9.16

Until the new manual is recognised by CASA it is a requirement to operate the aerodrome in accordance with the old manual. Regular SMS meetings are not being held.

Corrective Action	Category	Description
AM 9.16	Action required	Hold SMS meetings. They are required every 3 months in accordance with the current manual. Alternatively, update the current manual to remove the requirement.



9.17 Aerodrome Emergency Response and Procedures

Aerodrome emergency procedures to be included or referenced in the aerodrome manual.
 [Part 139 MOS 11.12]

Marker	Status	Comments
Present	✓	<p><i>Positions who constitute the emergency committee.</i></p> <p><i>Description of each emergency respondent organisation.</i></p> <p><i>Procedures for liaising with the authorised person for planning arrangements.</i></p> <p><i>Procedures for notification and initiation of emergency response.</i></p> <p><i>Procedures for activation, control and coordination during initial stages of a response.</i></p> <p><i>Procedures for use of the aerodrome emergency facilities.</i></p> <p><i>Management of assembly areas.</i></p> <p><i>Procedures for response to 'local standby'.</i></p> <p><i>Procedures for response to 'full emergency'.</i></p> <p><i>Management of emergency facilities and access points.</i></p> <p><i>Arrangements for inductions, response training and exercises.</i></p> <p><i>Arrangements to return the aerodrome to operational status.</i></p> <p><i>Arrangements to review the emergency plan.</i></p> <p><i>Roles and responsibilities in accordance with MOS 11.12.</i></p>



Marker	Status	Comments
Suitable	✓	The emergency plan is suitable to the size and scope of operations at Halls Creek
Operating	✓	The plan has not been exercised since 2016.
Effective	N/A	Whilst there have been no actual emergency response requirements in at least the last 20 years, the plan is backed up by respondents within the community and is regularly exercised within their own organisations.

The records of the emergency committee meetings and emergency exercises were reviewed, and it was found that:

- Some AEC meetings have been held but the last meeting was in August 2019
- The last desktop exercise was held in November 2016
- The last full scale exercise was held in May 2016

Finding AM 9.17

The current aerodrome manual states regular emergency exercises are required. There was no record of an emergency exercise being held since 2016.

Corrective Action	Category	Description
AM 9.17	Action required	Conduct an emergency exercise & hold an AEC meeting or remove the requirement to hold exercises from the current aerodrome manual.

Derby Aerodrome Aerodrome Technical Inspection

Date of Inspection: 26 September 2022

Inspector: Kevin Thomas

Aerodrome Management Services Pty Ltd

ACN 625 913 484 / ABN 78 625 913 484

National Training Provider: ID 52413

Electrical Contractor Licences: EC010503 (WA) PGE271565 (SA) 79117 (QLD)





1 Document Control

Revision History

Version	Date	Revision
1	13/10/2022	Final report for issue to client
B	10/10/2022	Peer review completed
A	26/09/2022	Draft report issued for comment and peer review

Document Collation and Review

Version	Prepared by
1	Kevin Thomas
B	Survey sheet(s)/NOTAM review
	Report review
A	Kevin Thomas



2 Aerodrome Summary

Aerodrome Details	
Date of Aerodrome Technical Inspection	26/09/2022
Aerodrome Name	Derby Aerodrome
Aerodrome Operator	Shire of Derby West Kimberley (SDWK)
Aerodrome category	Certified
Aerodrome Reference Code (ARC)	11/29 Code 3 05/23 Code 2
Largest aircraft regularly using the aerodrome	Cessna 208
Typical RPT or regular charter schedule ^a	None
Air transport passengers ^b (last financial year)	7,600
Trigger category applied ^c – air transport passenger numbers	<10,000
Aircraft movements ^d (last financial year)	Approximately 6,320 (based on 3160 landings)
Trigger category applied ^c – aircraft movements	<20,000

^a RPT (Regular Public Transport) refers to a scheduled air transport operation; Charter refers to a non-scheduled air transport operation.

^b Air Transport Passenger numbers means the total number of passengers in and out. At this aerodrome, the number is based on the Aerodrome Operator's estimates].

^c Trigger category as selected by the Aerodrome Operator with reference to implemented management processes and documentation. Note: The Aerodrome Operator may choose to operate in accordance with a higher, but not lower, category.

^d An aircraft movement means each landing, take-off or touch-and-go at the aerodrome.

Classification of Runways				
Runway Designator	Code	Type	Terminal Instrument Flight Procedures	Runway lighting
11/29	3	Instrument	Non-precision	Low Intensity Runway Lighting
05/23	2	Non-instrument	Nil	Nil



General location photo (Image source: Google Earth)



Overhead view of aerodrome (Image source: Google Earth)



3 Executive Summary

The Derby aerodrome was inspected on the 26th of September 2022 by Kevin Thomas from Aerodrome Management Services (AMS).

The aerodrome operator must supply CASA with a copy of the technical inspection report within 30 days of the operator receiving the report, or such longer time as is agreed to by CASA in writing.

[Part 139 MOS¹, 12.08(7)].

The Derby Aerodrome needs some urgent low-cost maintenance works.

- There are a series of potholes close to the centreline along the sealed runway from the runway intersection to the western end. The seal is missing and exposing the underlying gravel pavement. This could lead to loose material becoming dislodged and providing the potential for foreign object damage to aircraft. The potholes could also allow water ingress thus developing into a major failure. Shire staff should be able to make repairs.
- Large anthills have grown on the runway strip. These can easily be removed with a front-end loader type machine.
- The transition from gravel pavement to sealed pavement on Runway 05/23 is not smooth. Some minor works are required
- Some trees in the right hand take off splay for Runway 11 (to the east) need clearing.
- Grading of the main drain leading from under Taxiway C is required.

The main runway is cracked. A pavement management plan is required to understand the capacity and life of the pavement and seal for the ongoing future. It may be that the published pavement rating should be reviewed, and further controls put in place.

The aerodrome is being operated to the old MOS 139 aerodrome manual until the new Part 139 MOS manual is reviewed by CASA and the new aerodrome certificate received. The current (old) manual still requires emergency exercises and safety management meetings that are not required under the Part 139 MOS and the new manual, however they are still listed in the current manual. However, during this transitional period, no activity has been recorded.

¹ Part 139 (Aerodromes) Manual of Standards (MOS) F2020C00797 (legislation.gov.au)



NOTE: THERE IS A NOTAM FOR IMMEDIATE ISSUE INCLUDED IN THIS REPORT.

RWY DECLARED DIST AND GRADIENT CHANGES

RWY TODA

11 1826(3.25%)

05 1218(2.01%)

SUPPLEMENTARY DISTANCES

RWY 11 1351(1.6%), 1514(1.9%), 1631(2.2%), 1709(2.5%)

RWY 05 975(1.6%), 1168(1.9%)

AMS would like to thank the Shire of Derby West Kimberley for engaging AMS to conduct this inspection, and the ARO for her assistance during the site visit.



4 Part 139 MOS Transition

- **Part 139 Aerodrome Manual**

AMS has been advised that CASA has not yet reviewed and accepted the new aerodrome manual, and a new aerodrome certificate has not been issued for the Derby Aerodrome. The aerodrome's transitional aerodrome certificate remains in force. The operator continues to manage the aerodrome using its previous documentation.

- **Grandfathered Facilities**

The following facilities are listed as non-compliant grandfathered facilities in the new aerodrome manual prepared and submitted to CASA by the Aerodrome Operator. All other facilities were assessed against the requirements of the Part 139 MOS.

Facility (grandfathered)	Description of non-compliance
Runway strip width (including flyover area) (MOS 6.17(5))	MOS 139 V1.11 November 2013 Ref: 6.2.18.2 Overall runway strip width is 90m, whereas current standard is 280m. <i>(Note: this restricts operations to aircraft up to and including Code 3C)</i>
Approach surface slope (MOS Table 7.15(1))	MOS 139 1.15 July 2020 Ref: Table 7.1.1 Runway 29 approach surface slope is 2.86%, whereas current standard is 2%.
OLS – Approach inner edge (MOS Table 7.15(1))	MOS 139 V1.15 July 2020 Ref: Table 7.1.1 The length of the approach inner edge is 150m, whereas the current standard is 280m.
Runway turn pad markings (MOS 8.33)	MOS 139 V1.15 July 2020 Ref: 8.3.6.6 Runways 11 and 29 turn pad edges are marked with white runway side stripe markings, whereas the current standard is as per illustration in Figure 8.33(1).
Runway holding position markings (MOS 8.39)	MOS 139 V1.15 July 2020 Ref: 8.4.3.2 Runway holding position lines and spaces are 0.15m wide, whereas the current standard is 0.3m wide. Note: New standard must be adopted prior to 26 November 2026 so provision should be made to bring them into compliance as soon as practicably possible.
Apron floodlighting (MOS 9.116(3))	MOS 139 V1.15 July 2020 Ref: 9.16.4.3 Bay 1 average horizontal illuminance 16.93 lux, whereas the current standard is no less than 20 lux.



Facility (grandfathered)	Description of non-compliance
	<p>Bay 2 average horizontal illuminance 10.9 lux, whereas the current standard is no less than 20 lux.</p> <p>Bay 2 average vertical illuminance is 13.93 lux, whereas the current standard is no less than 20 lux.</p>
<p>Light fixture and supporting structure frangibility (independent certification of frangibility) (MOS 9.09)</p>	<p>MOS 139 V1.15 July 2020 Ref: 9.1.11.1 Frangibility of light fixtures and supporting structures has not been certified independently of the manufacturer, whereas the current standard requires this.</p>
<p>Filing of documentation for Commissioning of Lighting Systems (MOS 9.18(8))</p>	<p>MOS 139 V1.2 September 2004 Ref: 9.1.15 (no requirement listed) The reports used to support the commissioning of lighting systems are not filed in the aerodrome manual or kept in the custody, or control, of the aerodrome operator, whereas the current standard requires this.</p>
<p>Movement area design – protection from propeller wash and jet blast velocity (MOS 6.64)</p>	<p>MOS 139 1.15 July 2020 Ref: 6.6.2 The movement area design considered propeller wash and jet blast hazards, whereas current standard mandates maximum velocities that require protection.</p>



5 Findings and Corrective Actions

Findings identified during the technical inspection have been categorised based on the assessed risk implication and the recommended time frame for implementation of corrective actions.

Corrective Action Categories	
Immediate action required	A finding in this category relates to an issue that, in the opinion of the inspector, is a safety concern and corrective action must be taken at the earliest opportunity.
Action required	Findings in this category require corrective action(s) to align facilities or processes with the Part 139 MOS, aerodrome manual requirements, ensure preventative maintenance is conducted or establish administrative compliance. These findings should be addressed as soon as practicable.
Action recommended	Corrective actions in this category are suggestions based on industry best practice. Implementation is at the discretion of the Aerodrome Operator.

A summary of the findings identified during this inspection is outlined below. Recommended corrective actions have also been identified to assist the aerodrome operator develop a corrective action plan.

AMS RECOMMENDS THE AERODROME OPERATOR REVIEWS THIS REPORT WITHIN 30 DAYS, UTILISING THE SMS, RMP OR MANAGEMENT SYSTEM APPLICABLE TO THE AERODROME.



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
Part 139 MOS CASA reporting requirements	The aerodrome operator must supply CASA with a copy of the technical inspection report within 30 days of the operator receiving the report, or such longer time as is agreed to by CASA in writing [Part 139 MOS, 12.08(7)].		✓		Forward a copy of the 2022 ATI report to aerodromes@casa.gov.au	
7.2	Information included in the ERSA-FAC requires updating.		✓		Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-FAC: AERODROME OPERATOR DETAILS <ul style="list-style-type: none"> • Email address (now required) • Contact name for aerodrome operations. (Note: Position title is sufficient.) Although multiple mobile numbers are published, the associated person (position) has not been included. The CEO's number is also listed but the operator should review if this is required. Update ERSA-FAC as follows: 	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
					CEO 0408 011 433 (unless removed) AD Manager 0418 922 415 ARO 0409 099 193 or 0455 551 709 AERODROME AND APPROACH LIGHTING Clarify then update the comment regarding 24 hours' notice being required for activation of the lights as it also states lights are pilot activated. OTHER LIGHTING Add TWY LGTS: Blue edge. RADIO NAVIGATION AND LANDING AIDS Add units of measurement to note (1) 200/1.0 to ARP (i.e. deg MAG/NM). Update applicable section(s) of the aerodrome manual.	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
7.3	Descriptive information included in the ERSA-RDS requires updating.		✓		Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-RDS: ADD NOTE RWY 11/29 APPROACH INNER EDGE LENGTH 150M. Update applicable section(s) of the aerodrome manual.	
8.0	The new aerodrome manual and procedures have not been implemented. For previously certified aerodromes such as Derby, the current (old) manual must be kept up to date and continued to be used until CASA has reviewed and accepted the new manual.		✓		Update the current aerodrome manual in accordance with the findings and corrective actions outlined in Appendix 9 of this report.	
9.1	Personnel listed in the aerodrome manual as holding key positions are incorrect.		✓		Update the aerodrome manual to include the names of current personnel holding the key positions.	
9.2.1	Training records were not observed for all AROs/WSOs.		✓		Ensure training records for all AROs/WSOs are maintained on file.	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
9.2.2	Training records indicated recurrency training for some AROs/WSOs has not occurred within CASA's recommended time intervals.			✓	Ensure all AROs /WSOs receive recurrency training in accordance with the recommendations outlined in Advisory Circular 139.C-02 Aerodrome Personnel.	
9.3	Evidence of ongoing Validation of Competency (VOC) for AROs/WSOs was not observed.			✓	Develop and implement an annual VOC process for all AROs/WSOs. AMS can provide, on request, a checklist of recommended competencies for review.	
12.1.1	The runway is developing a series of potholes along and close to the centreline.	✓			IMMEDIATELY carry out repairs to the runway where potholing is occurring. This can be carried out by personnel from the SDWK.	
12.1.2	The runway is block cracking.		✓		Develop a pavement management plan to identify seal maintenance requirements and provide timing for the next reseal of Runway 11/29. AMS considers this reseal will be required within 5 years. The concern is that the rate of cracking may escalate quickly leading to an unplanned reseal	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
12.1.3	The runway surface texture depth was calculated during the 2020 inspection using sand patch tests.			✓	Include the sand patch test results in the aerodrome manual for ongoing reference. Refer to Section 12.1.3 of this report.	
12.1.4	The runway thresholds were re-surveyed in 2021.		✓		Forward details of the threshold survey data as outlined in Section 12.1.4 of this report to Airservices Australia. Update applicable section(s) of the aerodrome manual.	
12.1.5	The transition from the sealed portions of Runway 05/23 to the gravel portions is becoming rough.		✓		Make smooth the transitions from the sealed portion of Runway 05/23 to the gravel portions.	
12.2	Large anthills were found on the runway strip.	✓			Immediately remove the anthills from the runway strip which are located about 50m south of the intersection on the 05/23 runway strip. A front-end loader type machine will be required.	
12.3	The Runway 11/29 RESAs do not meet the standard of the Part 139 MOS.		✓		Provide 90m long by 60m wide RESAs at the 11/29 runway strip ends. This will require modification to the fence location at both ends.	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
					Refer to Section 12.3 of this report for further details. If these works are not carried out, the Runway 11/29 RESAs must be listed as grandfathered facilities in the new aerodrome manual.	
12.6	The drain leading from under Taxiway C requires regrading.		✓		Regrade and clean out the drain under Taxiway C.	
13.1.1	The take-off gradients and/or supplementary distances for Runway 11 and Runway 05 have changed.	✓			Issue the following NOTAM: RWY DECLARED DIST AND GRADIENT CHANGES RWY TODA 11 1826(3.25%) 05 1218(2.01%) SUPPLEMENTARY DISTANCES RWY 11 1351(1.6%), 1514(1.9%), 1631(2.2%), 1709(2.5%) RWY 05 975(1.6%), 1168(1.9%) Update applicable section(s) of the aerodrome manual.	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
13.1.2	The take-off surface to the east is overgrown and clearing is required.		✓		Carry out area clearing in accordance with the marked-up Google Earth image included in Section 13.1 of this report.	
13.1.3	The aerodrome has a published instrument approach procedure, and it is a requirement to provide a copy of the survey to the instrument approach designer		✓		Forward a copy of the aerodrome survey included at Appendix 5 of this report to Airservices Australia.	
13.4	The procedure for monitoring the instrument approach procedure critical obstacles is not documented.		✓		Document in the aerodrome manual the procedure for monitoring the critical obstacles and ensure the procedure is implemented.	
13.5	Additional VSS information could be included in the aerodrome manual to assist the AROs in monitoring the relevant airspace.			✓	Include the VSS information detailed in Section 13.5 of this report in the aerodrome manual.	
14.1	Some minor amendments are required to the paint markings.		✓		Amend the following markings: <ul style="list-style-type: none"> • Ensure the centreline is 450mm wide. • Paint turning guidance lines on the turn pads. • Re paint the holding position lines so their width is 300mm. 	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
					<ul style="list-style-type: none"> Black out the lead in lines and taxiway lines for a distance of 900mm before and after holding position and parking limit lines. Repaint the apron markings including the pedestrian walk ways. 	
16.5.1	No evidence of load testing of the tie-downs was observed.			✓	Test and document in the aerodrome manual the strength of the tie-downs or remove the facilities. An alternative may be to publish in ERSA-FAC that the tie-downs have not been load tested.	
AM 9.0	The aerodrome manual did not meet the form as required by the Part 139 MOS.		✓		Update the form of the aerodrome manual to align with the Part 139 MOS 10.02.	
AM 9.2	The aerodrome manual is being utilised under the previous MOS 139 standard.		✓		Implement and use the new manual (Part 139 MOS) once final approval from CASA is received.	
AM 9.3	The AIP annual review annual review has not been carried out.		✓		Carry out a review of the AIP.	



FINDINGS AND CORRECTIVE ACTIONS						
No.	Finding	Corrective Action Category			Recommendations for Corrective Action	Corrective Action Plan Reference <small>(to be completed by the Aerodrome Operator in separate document)</small>
		✓	✓	✓		
AM 9.5	The aerodrome lighting 3 monthly inspections were either not being carried and/or not being reported.		✓		Ensure the 3 monthly lighting inspections are being carried out by the ARO and correctly recorded in the files.	
AM 9.11	Previous ATI reports, including electrical ATI reports, were not on file.		✓		Ensure the ATI and Electrical ATI are maintained on file.	
AM 9.16	Until the new manual is recognised by CASA it is a requirement to operate the aerodrome in accordance with the old manual. Regular SMS meetings are not being held.		✓		Hold SMS meetings every 3 months in accordance with the current manual. Alternatively, update the current manual to remove the requirement.	
AM 9.17	The current aerodrome manual states regular emergency exercises are required. There was no record of an emergency exercise being held since 2016.				Conduct an emergency exercise or remove the requirement to hold exercises from the current aerodrome manual.	



Table of Contents

1 Document Control..... 1

2 Aerodrome Summary..... 2

3 Executive Summary..... 4

4 Part 139 MOS Transition 6

5 Findings and Corrective Actions 8

6 Introduction..... 20

PART A – REQUIRED ELEMENTS OF THE AERODROME TECHNICAL INSPECTION 23

7 Published Aerodrome Information..... 23

7.1 En Route Supplement Australia (ERSA) – Aerodrome Diagram.....23

7.2 ERSA – Other Aerodrome Information24

7.3 ERSA–Runway Distance Supplement (RDS)27

7.4 DAP – Aerodrome Chart28

8 Aerodrome Manual and Operating Procedures 28

9 Personnel (MOS Chapter 13, CASR 139 and CASR 175)..... 28

9.1 Required Personnel.....28

9.2 Training and Assessment of Personnel.....29

9.3 Competency of AROs and WSOs.....30

10 Safety Management System (SMS) or Risk Management Plan (RMP) 30

11 Supporting Documentation 30

12 Movement Area 31

12.1 Runway(s)31

12.2 Runway Strip(s).....38

12.3 Runway End Safety Areas (RESAs)39

12.4 Taxiway(s)41

12.5 Apron42

12.6 Drainage.....43

13 Obstacle Limitation Surfaces (OLS)..... 44

13.1 Take-off and Approach Surfaces.....44

13.2 Transitional Surfaces.....45

13.3 Visual Assessment of the OLS45

13.4 Critical Object Monitoring46

13.5 Visual Segment Surface (if applicable).....46

13.6 Type A Chart (if applicable).....47



14	Visual Aids	47
14.1	Aerodrome Markings.....	47
14.2	Markers.....	49
14.3	Wind Direction Indicator(s)	49
14.4	Movement Area Guidance Signs (MAGS) (if applicable)	50
14.5	Airside Vehicle Control Signs (if applicable)	50
14.6	Protection of Navigational Aids and Meteorological Equipment Signs (if applicable).....	50
15	Aerodrome Lighting.....	50
15.1	General.....	50
15.2	Standby and Emergency Aerodrome Lighting	51
16	Other Equipment or Facilities at the Aerodrome	51
16.1	Radios.....	51
16.2	Aerodrome fencing and gates	51
16.3	Equipment for bird and wildlife dispersal.....	52
16.4	Equipment for aerodrome emergencies	52
16.5	Light Aircraft Tie-down Facilities	52
PART B – APPENDICES		53
Appendix 1 -	Definitions and Acronyms.....	53
Appendix 2 -	Aerodrome Management Processes - Trigger Criteria	57
Appendix 3 -	Basic Aerodrome Layout.....	58
Appendix 4 -	Transitional Surface Schematics	59
Appendix 5 -	Take-off and Approach Survey Data and Photos.....	60
Appendix 6 -	ERSA - FAC entry	64
Appendix 7 -	ERSA - RDS entry	65
Appendix 8 -	DAP - Aerodrome Chart	66
Appendix 9 -	Summary of Aerodrome Manual Review	67



6 Introduction

Disclaimer

This report has been prepared by Aerodrome Management Services (AMS) for the Shire of Derby / West Kimberley (the SDWK) and may only be used with the permission of the SDWK. Diagrams are for illustrative purposes only and should not be relied upon for the purposes of construction or maintenance of facilities.

The opinions, conclusions and any recommendations in this report are based on conditions encountered and information reviewed on the date of the inspection annotated in this report. AMS holds no responsibility or obligation to update this report to account for events or changes that occur subsequent to the inspection.

AMS does not accept liability in connection with any unverified information, errors or omissions in the documentation provided by the aerodrome operator to the AMS inspector. AMS does not accept responsibility for any errors in the report that arise due to any change to the aerodrome, its facilities or procedures subsequent to the inspection.

Administrative Requirements

The Part 139 MOS (section 12.08) outlines the responsibilities of the aerodrome operator once a copy of this technical inspection report has been received.

- The aerodrome operator must prepare a corrective action plan to address any defects or deterioration identified by the technical inspection.
- The plan must include a time frame for implementation.
- If an action proposed by the technical inspector is not supported by the aerodrome operator, the reasons for not supporting the action must be included in the relevant corrective action plan.
- The aerodrome operator must retain a record of this technical inspection report for at least 3 years. Where the operator has elected to have a part or parts of a technical inspection program conducted at different times under MOS section 12.08 subsection (1), then the operator must retain the records for each part of the inspection for at least 3 years after the last part was completed.
- The aerodrome operator must supply CASA with a copy of this report within 30 days of receiving it.
- If CASA makes a request in writing, the aerodrome operator must, within 30 days, supply CASA with a copy of the plan for corrective action, including details of any progress already made to address any defects or deterioration identified by the technical inspection.



Documents Reviewed

The following documents were reviewed as part of this inspection. Note: Where a document listed does not apply or is not in use at this aerodrome, it has been marked as Not applicable or N/A.

Document	Number / Title (as applicable)	Version / Date / Last meeting	
Aerodrome NOTAMs (current)	Nil	Not applicable	
AIP	✓ ERSA-FAC	8 September 2022	
	✓ ERSA-RDS	8 September 2022	
	✓ DAP Aerodrome Chart	16 June 2022	
Aerodrome Manual	✓ MOS 139 – ‘old’ MOS	Version	Not recorded
	<input type="checkbox"/> Part 139 MOS – ‘new’ MOS	Date	2017
Safety / Risk Management	✓ Safety Management System	Revision Date	Not recorded
		Last Meeting	2015
	<input type="checkbox"/> Risk Management Plan	Revision Date	
	<input type="checkbox"/> No SMS or RMP	Not applicable	
Emergency Management	<input type="checkbox"/> Local emergency management arrangements detailed in aerodrome manual	Emergency Responders provided with details of facilities and procedures	
	<input type="checkbox"/> AEPP	Plan Version	
		Revision Date	
	<input type="checkbox"/> AEP	Plan Version	
		Revision Date	
	✓ AEP with Emergency Committee	Plan Version	Not recorded
		Revision Date	2016
	Last Committee Meeting	2016	
Emergency Preparedness	✓ Emergency Exercises	Last Exercise	2016
	<input type="checkbox"/> Biennial review of procedures with local emergency responders	Last Review	
Wildlife Hazard Management	<input type="checkbox"/> Wildlife Hazard Management Plan (WHMP)	Plan Version	
		Revision Date	
	✓ No WHMP. Applicable wildlife procedures contained within the Aerodrome Manual.	Refer to Sections 9 and 16 and Appendix 9 of this report.	
Aerodrome Records	✓ Training records	Refer to Section 9 and Appendix 9 (Sections 9.3 and 9.4) of this report.	
	✓ NOTAM records		
	✓ Serviceability inspections		



Reporting Period

The last aerodrome inspection was completed on the 28 September 2021.

The Year in Brief

Since the last inspection, there have been no major works or notable occurrences.

AMS has been advised CASA has not yet reviewed the aerodrome’s Part 139 MOS aerodrome manual and associated documentation. The aerodrome’s Transitional Aerodrome Certificate remains in place.

Certification

CASR 139.075 and the Part 139 MOS (sections 12.10 and 12.11) require the technical inspection of an aerodrome to be conducted by a person with relevant technical qualifications and experience, or demonstrable relevant technical experience.

This technical inspection was conducted by Kevin Thomas, a CASA approved Airport Inspector (Approval Number A012). Kevin has over 30 years’ experience conducting aerodrome technical inspections and holds a Diploma in Engineering Surveying.

This aerodrome technical inspection was conducted in accordance with the requirements set by the Civil Aviation Safety Authority. The technical inspection procedure included an examination of evidence recorded by the aerodrome operator over the previous 12 month period. The opinions expressed in this report are based on this information and onsite observations.

I hereby certify that to the best of my knowledge, and conditional upon rectification of any indicated deficiencies, the published aerodrome data is correct and the aerodrome operating procedures, aerodrome facilities and equipment meet applicable safety standards.

.....
Signature

Kevin Thomas
Dip Eng Surv M.I.M.E.S.
Aerodrome Technical Inspector
Aerodrome Management Services Pty Ltd



PART A – REQUIRED ELEMENTS OF THE AERODROME TECHNICAL INSPECTION

7 Published Aerodrome Information

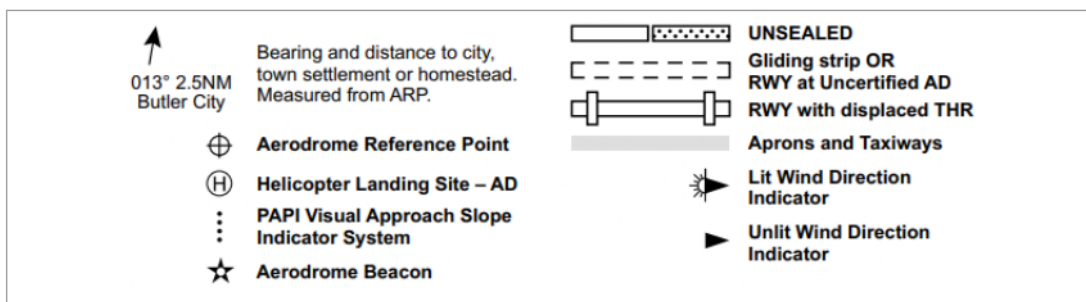
Section 5.01 of the MOS details certain information that an aerodrome operator must report to the AIS² provider. The AIS provider (Airservices Australia) also issues a Data Product Specification (DPS) document for each aerodrome. The Data Quality Requirements (DQR) for the DPS are published by Airservices Australia and can be accessed using the following link:

[NOTAM-Data-Quality-Requirements-for-Aerodrome-Operators.pdf \(airservicesaustralia.com\)](https://www.airservicesaustralia.com/NOTAM-Data-Quality-Requirements-for-Aerodrome-Operators.pdf)

The information published in the AIP for this aerodrome was reviewed during the ATI.

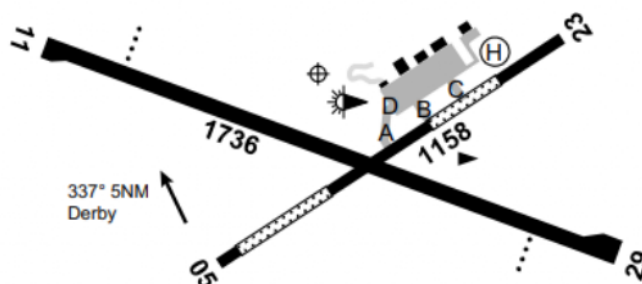
7.1 En Route Supplement Australia (ERSA) – Aerodrome Diagram

The facilities that must be annotated in the aerodrome diagram are illustrated in the legend below. Note the Part 139 MOS now requires the location of terminal buildings to be illustrated and all taxiways to have a designator, even if there is only a single taxiway.



Aerodrome Diagram Legend (reproduced from AIP - ERSA Introduction)

The aerodrome diagram published in the upcoming edition of the ERSA is reproduced below. The information included in the diagram is correct and complete.



² AIS – Aeronautical Information Service
AMS



7.2 ERSA – Other Aerodrome Information

Details of the aerodrome’s facilities published in the ERSA were reviewed (see table below) and compared to the information contained within the aerodrome manual (AM). A copy of the FAC page from the current edition of the ERSA is included at Appendix 6.

No.	Required information	Data	Correct in ERSA	Correct in AM
7.2.1	GENERAL			
	Name	Derby	✓	✓
	Elevation	24	✓	✓
	AVFAX Code	6902	✓	✓
	State / Territory	WA	✓	✓
	UTC time conversion	+8	✓	✓
	ICAO identifier	YDBY	✓	✓
	ARP Latitude	172212S	✓	✓
	ARP Longitude	1233938E	✓	✓
	Magnetic Variation	3 DEG E	✓	✓
	AD Usage Classification (Certified, Military, Uncertified, Joint)	Certified	✓	✓
	Aerodrome Operator Details			
	Name	Shire of Derby / West Kimberley	✓	✓
	Postal address	PO Box 94 Derby WA 6728	✓	✓
	Email (required)	Not listed	X	✓
	Website (if applicable)	Not applicable	N/A	N/A
	Phone number (Aerodrome Operator)	08 91910999	✓	✓
	Contact name (Aerodrome)	Not listed	X	✓
	Contact phone number (Aerodrome)	0418 922 415 0409 099 193 0408 011 433 0455 551 709	✓	X



No.	Required information	Data	Correct in ERSA	Correct in AM
	Contact fax number (Aerodrome – If applicable)	Not applicable	N/A	N/A
7.2.2	REMARKS			
	None shown		N/A	N/A
7.2.3	HANDLING SERVICES AND FACILITIES			
	AIR BP: 2330-0730 UTC JO, AH JET A1 by prior arrangement only. Call-out fees apply. Phone 0456 051 988. H24 AVGAS BP carnet card bowser.		✓	✓
7.2.4	UNICOM / CAGRS (if applicable)			
	None shown		N/A	N/A
7.2.5	PASSENGER FACILITIES			
	None shown		N/A	N/A
7.2.6	RESCUE AND FIREFIGHTING SERVICES (if provided by the Operator)			
	Not applicable		N/A	N/A
7.2.7	APRONS AND TAXIWAYS (restrictions etc)			
	None shown		N/A	N/A
7.2.8	AERODROME OBSTACLES			
	Not applicable		N/A	N/A
7.2.9	METEOROLOGICAL INFORMATION PROVIDED			
	1. TAF CAT C, METAR/SPECI. 2. AWIS Phone 08 6216 2610 - Report faults to AD OPR. 3. AWIS FREQ 135.5 - Report faults to AD OPR.		✓	✓
7.2.10	PHYSICAL CHARACTERISTICS			
	05/23 054 38c 5700/550 (80PSI) Red gravel. Sealed 88M SW WID 18 RWS 90 end; 186M NE end and 323M in centre 11/29 108 57a PCN 24 /F /B /1150 (167PSI) /T WID 30 RWS 90		✓	✓
7.2.11	AERODROME AND APPROACH LIGHTING			
	RWY 11/29 LIRL(1) AFRU+PAL 126.7 SDBY PWR AVBL RWY 11/29 PAPI AFRU+PAL 126.7 3.0 DEG51FT SDBY PWR AVBL (1) MAN ACT by AD OPR. H24 PN required. CTC AD OPR		X	X
7.2.12	OTHER LIGHTING (standby power switchover time, taxiway lights etc)			
	Nil listed		X	N/A
7.2.13	ATS AND AERODROME COMMUNICATIONS FACILITIES			
	FIA Brisbane Centre 122.1 On Ground.		✓	✓
7.2.14	RADIO NAVIGATION AND LANDING AIDS			



No.	Required information	Data	Correct in ERSA	Correct in AM
	NDB DBY 332 172124.6S 1234001.1E Range 50 (HN 50) (1) (1) 200/1.0 to ARP		✓	✓
7.2.15	LOCAL TRAFFIC REGULATIONS (if applicable)			
	Nil listed		N/A	N/A
7.2.16	FLIGHT PROCEDURES (if applicable)			
	For special procedures which apply to the Horizontal Falls, see <i>ERSA GEN - SPECIAL PROCEDURES</i> .		✓	✓
7.2.17	CTAF or CTAF - AFRU			
	CTAF-AFRU 126.7 Outside Curtain TWR HR		✓	✓
7.2.18	ADDITIONAL INFORMATION (if applicable)			
	Bird and animal hazard exists. Inspections AVBL with 60m PN. Charges may apply.		✓	✓
7.2.19	CHARTS RELATED TO THE AERODROME			
	WAC #	3223	✓	✓
	Type A Chart (if applicable) (Edition #, month, year)	Not applicable	N/A	N/A
	AIP DAP (if applicable)	Also refer to AIP Departure and Approach Procedures	✓	✓

Finding 7.2

Information included in the ERSA-FAC requires updating.

Corrective Action	Category	Description
7.2	Action required	<p>Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-FAC:</p> <p>AERODROME OPERATOR DETAILS</p> <ul style="list-style-type: none"> Email address (now required) Contact name for aerodrome operations. (Note: Position title is sufficient.) Although multiple mobile numbers are published, the associated person (position) has not been included. The CEO's number is also listed but the operator should review if this is required. Update ERSA-FAC as follows: CEO 0408 011 433 (unless removed) AD Manager 0418 922 415 ARO 0409 099 193 or 0455 551 709



		<p>AERODROME AND APPROACH LIGHTING Clarify then update the comment regarding 24 hours' notice being required for activation of the lights as it also states lights are pilot activated.</p> <p>OTHER LIGHTING Add TWY LGTS: Blue edge.</p> <p>RADIO NAVIGATION AND LANDING AIDS Add units of measurement to note (1) 200/1.0 to ARP (i.e. deg MAG/NM).</p> <p>Update applicable section(s) of the aerodrome manual.</p>
--	--	--

7.3 ERSA–Runway Distance Supplement (RDS)

A copy of the RDS due for publication in the current edition of the ERSA is included at Appendix 7. The descriptive content is reproduced in the table below. Any changes to declared distances and gradients are highlighted in Section 13.1 of this report.

Runway	Descriptive details in ERSA-RDS
05/23	Fence 3FT ABV and 1270M FM SOT, across RCL has been taken into account in calculation of TODA GRAD and STODA Slope 0.1% down to SW. RWY WID 18 RWS WID 90
11	RWY 11 fences not taken into calculation of TODA GRAD and STODA.
29	Fence 1826M FM SOT and 78M L and R of CL 5FT ABV end of TODA. Fence 1885M FM SOT and on extended CL 6FT ABV end of TODA. Slope 0.1% down to W. RWY WID 30 RWS WID 90

Some of the descriptive content of the RDS is incomplete. It does not list the non-standard approach inner edge width (length) of 150m. The new Part 139 MOS chapter 7 requires a width of 280m. This item has been grandfathered in the new manual.

Finding 7.3

Descriptive information included in the ERSA-RDS requires updating.

Corrective Action	Category	Description
7.3	Action required	Update the following information and forward to docs.amend@airservicesaustralia.com for publication in the ERSA-RDS: <ul style="list-style-type: none"> ADD NOTE RWY 11/29 APPROACH INNER EDGE LENGTH 150M. Update applicable section(s) of the aerodrome manual.



7.4 DAP – Aerodrome Chart

Details of Terminal Instrument Flight Procedures are published by the AIS provider in the Departure and Approach Procedures (DAP). A copy of the aerodrome chart due for publication in the current edition of the DAP is included at Appendix 8 and was reviewed during this ATI. The approach procedure charts were not reviewed as this is the responsibility of the approach designer.

The information included in the DAP aerodrome chart was determined to be correct.

8 Aerodrome Manual and Operating Procedures

The current aerodrome manual was reviewed utilising compliance and performance markers adapted from the CASA SMS Framework³.

The technical inspection must include a check of the currency and accuracy of aerodrome operating procedures specified in the aerodrome manual and supporting documents [MOS 12.09 (6)(a)ii]. While this technical inspection incorporated a review of the current aerodrome manual, a full review and gap analysis of the manual was not included. This process is recommended as part of the operator’s review and resubmission of their aerodrome manual to CASA.

A tabulated summary of the manual review and any findings are included at Appendix 9.

Finding 8.0

The new aerodrome manual and procedures have not been implemented. For previously certified aerodromes such as Derby, the current (old) manual must be kept up to date and continued to be used until CASA has reviewed and accepted the new manual.

Corrective Action	Category	Description
8.0	Action required	Update the current aerodrome manual in accordance with the findings and corrective actions outlined in Appendix 9 of this report.

9 Personnel (MOS Chapter 13, CASR 139 and CASR 175)

9.1 Required Personnel

CASR 139.110 and MOS Sections 10.01(4), 13.01 and 17.01 stipulate the requirement for certain personnel at a certified aerodrome. Refer also to Advisory Circular 139.C-02 v1.0 ‘Aerodrome personnel’⁴. The required key personnel must be documented in the aerodrome manual.

The required positions and assigned personnel listed in the current aerodrome manual are detailed below.

³ SAFETY MANAGEMENT SYSTEM Form 1591 (casa.gov.au)

⁴ AC 139.C-02 v1.0 - Aerodrome personnel (casa.gov.au)



Required Position	Name of person(s) listed in Aerodrome Manual	Details correct
Accountable Manager	Amanda Dexter	✓
Aerodrome Manager	Wayne Neate	✓
ARO(s)	Wayne Neate Bonney Sinclair Chris Hammer Brodie Hammer Ron Devlin John Dyer	✓
WSO(s)	As per AROs	✓
Wildlife Hazard Monitoring	ARO(s)	✓
Aerodrome Manual Controller(s)	Wayne Neate	✓
AIP Responsible Person (CASR Part 175.445)	Wayne Neate	✓
NOTAM authorised person(s)	ARO(s)	✓
NOTAM Group Manager	Wayne Neate	✓
Person responsible for managing the Technical Inspection Program in accordance with MOS 11.10.	Wayne Neate	✓

9.2 Training and Assessment of Personnel

The aerodrome operator is responsible for ensuring its personnel can competently and safely discharge their duties. CASA recommends a three-phase training program that incorporates initial, recurrent and refresher training. Recurrent training is recommended every two years and should not exceed five years. An alternative to recurrent training is continuous competence checking. Refer to Advisory Circular 139.C-02 v1.0 0 ‘Aerodrome personnel’⁵.

Training records for AROs/WSOs were reviewed during this inspection.

Finding 9.2.1

Training records were not observed for all AROs/WSOs.

Corrective Action	Category	Description
9.2.1	Action required	Ensure training records for all AROs/WSOs are maintained on file.

⁵ AC 139.C-02 v1.0 - Aerodrome personnel (casa.gov.au)



Finding 9.2.2

Training records indicated recurrency training for some AROs/WSOs has not occurred within CASA’s recommended time intervals.

Corrective Action	Category	Description
9.2.2	Action recommended	Ensure all AROs /WSOs receive recurrency training in accordance with the recommendations outlined in Advisory Circular 139.C-02 Aerodrome Personnel.

9.3 Competency of AROs and WSOs

Based on a review of the Serviceability Inspection Reports, the general condition and operation of the aerodrome and observation of duties conducted by the AROs during the site visit, the AROs were observed to be generally competent to carry out the required duties in accordance with the Part 139 MOS.

However, a system for ongoing Validation of Competency (VOC) for ARO/WSO personnel was not evident and this is recommended in line with industry best practice.

Finding 9.3

Evidence of ongoing Validation of Competency (VOC) for AROs/WSOs was not observed.

Corrective Action	Category	Description
9.3	Action recommended	Develop and implement an annual VOC process for all AROs/WSOs. AMS can provide, on request, a checklist of recommended competencies for review.

10 Safety Management System (SMS) or Risk Management Plan (RMP)

CASA recommends that all certified aerodromes implement an SMS, although the requirement for an SMS or RMP is determined by the trigger criteria outlined in the Part 139 MOS (and further explained in Advisory Circular 139.A03 v1.0 ‘Application of aerodrome standards’⁶).

This aerodrome has an SMS in place.

11 Supporting Documentation

The following supporting documentation is listed by the aerodrome operator as currently being in use at this aerodrome. Any of the documents that are also listed in Section 6 of this report were reviewed as part of the inspection.

⁶ AC 139.A-03 v1.0 - Application of aerodrome standards (casa.gov.au)



Document # / System ID	Title	Comments
Not recorded	Safety Management System	Refer to Section 10 of this report.
Not recorded	Drug and Alcohol Management Plan (DAMP)	Reviewed and deemed acceptable. Records of certificates were reviewed.

12 Movement Area

12.1 Runway(s)

Runway 11/29

This runway is 1736 meters long by 30 meters wide. It is sealed and has 3 metre wide sealed shoulders.

The runway is in good condition except for visible cracking and some significant pot holing. This cracking is occurring at various locations along the entire runway length. The cracking is primarily longitudinal but some lateral cracking is evident.

The pot holing is significant and requires immediate repair. Failure to do so could result in further deterioration and foreign object damage (FOD) to an aircraft. These potholes are along the centreline or very close to the centreline in various locations from the intersection of the runway then to the west. There are at least five locations of this occurrence.



Finding 12.1.1

The runway is developing a series of pot holes along and close to the centreline.

Corrective Action	Category	Description
12.1.1	Immediate action required	IMMEDIATELY carry out repairs to the runway where potholing is occurring. This can be carried out by personnel from the SDWK.

The pavement appears to ride smoothly with no discernable wheel rutting and no deformation.

Most cracks have been patch sealed, but more work is required. Failure to seal these cracks prior to the wet season is critical. If water can enter the pavement through open cracks, the pavement may fail.



The concern is that the cracking will worsen at an increased rate. It is felt that a reseal will be required in 5 years. The aerodrome operator should develop a pavement management plan that will identify the need for seal maintenance including reseals.

The flushing in the wheel tracks is minor and no concern.

Gallery of photos provided below for ongoing assessment.



General photo West to East



Cracking occurring in a lateral direction in some areas.



Areas where ground staff have done an excellent job in crack patching



Another area of lateral cracking



Some open cracking towards the east end, south side



Some flushing in the wheel tracks



Finding 12.1.2

The runway is block cracking.

Corrective Action	Category	Description
12.1.2	Action required	Develop a pavement management plan to identify seal maintenance requirements and provide timing for the next reseal of Runway 11/29. AMS considers this reseal will be required within 5 years. The concern is that the rate of cracking may escalate quickly leading to an unplanned reseal

Runway Surface Texture

Sand patch testing of the runway was carried out in December 2020. The results are reproduced below for ongoing reference. Further testing is not required prior to December 2030 unless any of the following occur [refer to the Part 139 MOS 6.09 (2)]:

- The surface is reconstructed or overlaid.
- A surface treatment or enrichment is applied to any part of the runway.
- A written direction is received from CASA.

The result was a texture depth of 0.94 to 1.59mm. Note: Chainage 00 is at the West end.

CHAINAGE	OFFSET	DIAMETER (MM)	TEXTURE DEPTH (MM)
173.6M	4mR	220	1.32
347.2M	4mL	220	1.32
520.8M	11mR	220	1.32
694.4M	4mL	260	0.94
868.6M	4mR	260	0.94
1041.6M	11mL	220	1.32
1215.2M	4mR	230	1.20
1388.8M	4mL	230	1.20
1562.4M	11mR	200	1.59

Sand patch test results (2020)

Finding 12.1.3

The runway surface texture depth was calculated during the 2020 inspection using sand patch tests.

Corrective Action	Category	Description
12.1.3	Action recommended	Include the sand patch test results in the aerodrome manual for ongoing reference. Refer to Section 12.1.3 of this report.



Runway Threshold Data

The Data Quality Requirement (DQR) for runway threshold point coordinates is accuracy to within 1 metre. For runways with instrument flight procedures with approach vertical guidance, the DQR for the landing threshold point (which usually coincides with the runway threshold point coordinates) is 0.3 metres. Due to tectonic movement, these coordinates should be reviewed at least every 5 years to ensure ongoing accuracy. The DQR for threshold point elevation is accuracy to 0.25 metres.

The runway threshold coordinates are published in the Designated Airspace Handbook⁷ (DAH). The entry for this aerodrome in the 16 June 2022 issue of the DAH is reproduced below.

Aerodrome	Bearing (True)	Runway	Latitude	Longitude
DERBY	110.42	11	172207.84S	1233912.41E
DERBY	290.41	29	172227.54S	1234007.53E
DERBY	56.16	05	172228.48S	1233929.85E
DERBY	236.16	23	172207.55S	1234002.36E

The runway threshold elevations are published on the DAP aerodrome chart (see Appendix 8 and the table below).

Runway Designator	Threshold Point Elevation
11	18 feet (5.49m)
29	24 feet (7.32m)
05	23 feet (7.01m)
23	19 feet (5.79m)

⁷ Designated Airspace Handbook (Airservices Australia)



During the 2021 inspection, the runway thresholds were surveyed, and the data is reproduced in the table below.

Runway Designator	Threshold Point Coordinates	Threshold Point Elevation (metres)	Date of assessment
11	17 22" 07.77"S 123 39' 12.432"E	6.031m	28.09.21
29	17 22' 27.46"S 123 40' 07.561"E	7.612m	28.09.21
05	17 22; 28.424"S 123 39' 29.88"E	5.630m	28.09.21
23	17 22' 07.498"S 123 40' 02.402"E	6.970m	28.09.21

The published data does not reflect the 2021 survey data.

Finding 12.1.4

The runway thresholds were re-surveyed in 2021.

Corrective Action	Category	Description
12.1.4	Action required	Forward details of the threshold survey data as outlined in Section 12.1.4 of this report to Airservices Australia. Update applicable section(s) of the aerodrome manual.



Runway 05/23

The runway is 1158m by 18m wide.

Same comments as last year.

This gravel runway has sealed ends and a sealed portion where it crosses Runway 11/29. The gravel portions are smooth however the transition onto the sealed sections is becoming rough. The worst is the transition from gravel to seal at the northeast end.



Finding 12.1.5

The transition from the sealed portions of Runway 05/23 to the gravel portions is becoming rough.

Corrective Action	Category	Description
12.1.5	Action required	Make smooth the transitions from the sealed portion of Runway 05/23 to the gravel portions.

12.2 Runway Strip(s)

Both runway strips are 90m wide and 60m longer than the runway with the exception of the east end of Runway 11/29 where there is 100m from runway end to strip end. The Runway 11/29 strip width is grandfathered as the current requirement is for the strip to be 280m wide.

The surfaces are smooth and firm with a low vegetation cover, with one exception. A small area on the 05/23 runway strip about 50m south of the intersection has a few large ant hills. These anthills must be removed. They have been reported by the AROs and a works request raised.



Finding 12.2

Large anthills were found on the runway strip.

Corrective Action	Category	Description
12.2	Immediate action required	Immediately remove the anthills from the runway strip which are located about 50m south of the intersection on the 05/23 runway strip. A front end loader type machine will be required.

12.3 Runway End Safety Areas (RESAs)

With the exception of a Code 1 or 2 non-instrument runway, a RESA must be provided at the end of each runway strip that, as a minimum, is twice the width of the runway. The longitudinal and transverse slopes on any part of a RESA must not exceed 5%. See MOS 6.26.

The minimum length of the RESA at each end of the runway is detailed in MOS 6.26 and reproduced in the table below. Where the RESA meets the minimum length but does not meet the *preferred length*, this must be detailed in the aerodrome manual in accordance with MOS 1.08(4).

Runway Code No.	Minimum length of RESA	Preferred length of RESA
1 or 2	60 m	120 m
3 or 4	90 m; or 240m (if the runway is intended for scheduled international air transport operations)	240 m

MOS Table 6.26(4) The minimum length of a RESA



The RESAs were discussed at length in last year’s report. The same information is reproduced below.

Runways 05 and 23 are Code 1 non-instrument runways and therefore RESAs are not required.

Previous Australian standards allowed the RESA to be measured from the end of the runway, rather than from the end of the runway strip. The Runway 11/29 RESAs exist as per the old standard. That means there is a 90 metre RESA abutting the runway ends at each end. It may be possible to grandfather this in the new aerodrome manual. If it is not grandfathered, then a RESA that is a minimum of 90m in length beyond the ends of the runway strip will be required. This will mean the reduction in runway strip length at the eastern end (no reduction to actual runway length) and a relocation of the fence.

The SDWK should consider a project to provide a 90m long RESA at the eastern end by reducing the length of the runway strip by 30m and shifting the fence 3m to the east. This will also have the added benefit of reducing the TODA gradients.

The western end will also require some minor earthworks to provide a 90m long by 60m wide RESA beyond the end of the runway strip.

Finding 12.3

The Runway 11/29 RESAs do not meet the standard of the Part 139 MOS.

Corrective Action	Category	Description
12.3	Action required	Provide 90m long by 60m wide RESAs at the 11/29 runway strip ends. This will require modification to the fence location at both ends. Refer to Section 12.3 of this report for further details. If these works are not carried out, the Runway 11/29 RESAs must be listed as grandfathered facilities in the new aerodrome manual.

12.4 Taxiway(s)

Taxiway A and Taxiway B

Both taxiways were reconstructed in 2018. They are in good condition with a relatively new seal.



Taxiway A



Taxiway B

Taxiway C

Taxiway C was in a serviceable condition being sealed and leading to the gravel runway. The interface between gravel and seal was reasonably smooth.



Taxiway C

12.5 Apron

The apron was reconstructed in 2018. It is therefore in relatively new condition with an excellent seal. However, in some areas fuel spills have marked the surface.

There are varying seal types in use, ranging from asphalt to spray chip seal. The chip seal has varying stone type and sizes. This combines well with no interface problems. The apron is lightly used so impact is light.



Apron showing varying seal types



Apron showing asphalted area lightly used

12.6 Drainage

The movement area drainage consisted of several open unlined drains. They were generally clear and clean. The exception is the outfall from the drain under Taxiway C. Whilst still allowing water flow, the drain capacity is limited by a build-up of silt.



Drain requiring regrading

Finding 12.6

The drain leading from under Taxiway C requires regrading.

Corrective Action	Category	Description
12.6	Action required	Regrade and clean out the drain leading from under Taxiway C.



13 Obstacle Limitation Surfaces (OLS)

13.1 Take-off and Approach Surfaces

The survey of the take-off and approach surfaces for the aerodrome is detailed in Appendix 5.

The survey found increased gradients for Runway 11 take-off to the east. The gradient surveyed of 3.25% is well in excess of the MOS requirement of 2.0%. Some clearing is required in accordance with the marked-up Google Earth image below.



Finding 13.1.1

The take-off gradients and/or supplementary distances for Runway 11 and Runway 05 have changed.

Corrective Action	Category	Description
13.1.1	Immediate action required	Issue the following NOTAM: RWY DECLARED DIST AND GRADIENT CHANGES RWY TODA 11 1826(3.25%) 05 1218(2.01%) SUPPLEMENTARY DISTANCES RWY 11 1351(1.6%), 1514(1.9%), 1631(2.2%), 1709(2.5%) RWY 05 975(1.6%), 1168(1.9%) Update applicable section(s) of the aerodrome manual.

**Finding 13.1.2**

The take-off to the east is overgrown and clearing is required.

Corrective Action	Category	Description
13.1.2	Action required	Carry out area clearing in accordance with the marked-up Google Earth image included in Section 13.1 of this report.

Finding 13.1.3

The aerodrome has a published instrument approach procedure, and it is a requirement to provide a copy of the survey to the instrument approach designer.

Corrective Action	Category	Description
13.1.3	Action required	Forward a copy of the aerodrome survey included at Appendix 5 of this report to Airservices Australia.

13.2 Transitional Surfaces

A visual assessment of the transitional surfaces was conducted, and potential infringements surveyed.

The transitional critical objects were surveyed. The details are outlined in the table below.

No	Description	Chainage	Offset	Ht abv CL	Infringement?
1	Tree	777	112.8	1.59	-8.88 No
2	Antennae	771.6	310.8	31.46	-6.52 No
3	Wind Indicator	812.6	141.5	8.79	-4.99 No
4	Weather Station	846.7	128.6	8.96	-2.97 No
5	Flood Light	980.6	218.9	18.93	-6.79 No
6	Tree	768.6	98.6	5.58	-2.77 No

For information only, the above objects would not infringe a 150m wide runway strip.

13.3 Visual Assessment of the OLS

The inner horizontal and conical surfaces were visually assessed from the aerodrome and no new obstacles were identified. All published obstacles were verified.

No new obstacles were found that would affect the TIFP.



13.4 Critical Object Monitoring

The technical inspection must include a check of the aerodrome operator’s monitoring of the instrument approach procedure-critical obstacles nominated by the procedure designer for any terminal instrument flight procedures published for the aerodrome [Part 139 MOS 12.09(1)(c)].

The procedure is not documented in the aerodrome manual or subsidiary documentation.

Finding 13.4

The procedure for monitoring the instrument approach procedure critical obstacles is not documented.

Corrective Action	Category	Description
13.4	Action required	Document in the aerodrome manual the procedure for monitoring the critical obstacles and ensure the procedure is implemented.

13.5 Visual Segment Surface (if applicable)

The Visual Segment Surface (VSS) is a PANS-OPS design segment of a straight-in instrument approach procedure, which needs to be monitored and kept clear of any penetrations by obstacles. Further information is available in Advisory Circular 139-21 ‘Visual segment surface: Monitoring requirements and the reporting of obstacles’⁸.

Details of the VSS are reproduced below. The VSS was considered during the survey conducted as part of this technical inspection and no infringements were found.

Details of the VSS are not included in the aerodrome manual. Their inclusion in the manual would assist the AROs to monitor the applicable airspace.

VSS Runway 11	
VSS 11 Parameters:	Not Penetrated
Inner Edge	90m
Start Pt fm THR	60m
Divergence (L)	15% (8.53 deg)
Divergence (R)	15% (8.53 deg)
End Pt fm THR	1787.2m
Height at end point	204ft/62.2m
Surface Gradient	1.88 deg
Nominal Descent Gradient	3.0 deg

⁸ AC 139-21 Visual segment surface: Monitoring requirements and the reporting of obstacles (casa.gov.au)



VSS Runway 29	
VSS 29 Parameters:	Not Penetrated
Inner Edge	90m
Start Pt fm THR	60m
Divergence (L)	15% (8.53 deg)
Divergence (R)	37.48% (20.53 deg)
End Pt fm THR	5223.1m
Height at end point	580ft/176.8m
Surface Gradient	1.88 deg
Nominal Descent Gradient	3.0 deg

Finding 13.5

Additional VSS information could be included in the aerodrome manual to assist the AROs monitor the relevant airspace.

Corrective Action	Category	Description
13.5	Action recommended	Include the VSS information detailed in Section 13.5 of this report in the aerodrome manual.

13.6 Type A Chart (if applicable)

Not applicable at this aerodrome.

14 Visual Aids

Visual aids include aerodrome markings, markers, signs, and wind direction indicators.

14.1 Aerodrome Markings

Runway(s)

The runway markings were clear and bright. They were correct with the Part 139 MOS except for the absence of turning guidance lines and turning pad edge lines on each turn pad (Runway 11/29).

Taxiway(s)

The taxiway markings are clear and correct. The holding position lines will require repainting to the new dimensions required by the Part 139 MOS. The required width of the lines has increased from 150mm to 300mm. This can be delayed until the next repaint.



Apron

The apron markings are correct with apron markings plans and the Part 139 MOS. It was identified in a CASA audit that the lead in lines do not stop and start with the required 900mm distance from other markings, for example holding position lines and the parking clearance line. This matter can be addressed with black out paint.

It was noted the pedestrian walk way markings are faded.



Finding 14.1

Some minor amendments are required to the paint markings.

Corrective Action	Category	Description
14.1	Action required	Amend the following markings: <ul style="list-style-type: none"> • Ensure the centreline is 450mm wide. • Paint turning guidance lines on the turn pads. • Re paint the holding position lines so their width is 300mm. • Black out the lead in lines and taxiway lines for a distance of 900mm before and after holding position and parking limit lines. • Repaint the apron markings including the pedestrian walk ways.

14.2 Markers

All markers were in good condition and correctly laid out.



A marker in good condition

14.3 Wind Direction Indicator(s)

The primary wind direction indicator (WDI) and the secondary WDI near the runway intersection were found to be in good condition.



Primary WDI



Secondary WDI

14.4 Movement Area Guidance Signs (MAGS) (if applicable)

Not applicable at this aerodrome.

14.5 Airside Vehicle Control Signs (if applicable)

Not applicable at this aerodrome.

14.6 Protection of Navigational Aids and Meteorological Equipment Signs (if applicable)

Not applicable at this aerodrome.

15 Aerodrome Lighting

15.1 General

The aerodrome lighting was not reviewed during this inspection as this is covered under the Electrical Annual Technical Inspection (EATI). Serviceability Inspection records of the aerodrome lighting were considered as part of the aerodrome manual review as detailed in Appendix 9.

However, AMS was advised all lights were working and the layout and appearance supports this.



Low Intensity Runway Lighting in situ

15.2 Standby and Emergency Aerodrome Lighting

The following types of standby and/or emergency lighting are available at this aerodrome:

- The aerodrome does have a standby genset.
- The ERSA-FAC entry is confusing. It states there is a PAL service but also states 24 hour prior notice is required to activate the lights. This issue has already been raised as a finding in Section 7.3 of this report.

16 Other Equipment or Facilities at the Aerodrome

16.1 Radios

There are three hand held radios, an in-car radio and a base station radio. All are in good condition. Trained AROs hold Aeronautical Radio Operator Certificates (AROCs).

16.2 Aerodrome fencing and gates

The fence is in reasonable condition. Continual repairs are required where animals have entered. The repairs consist of rock and other material to block holes under the fence. There is a high level of kangaroos in the area.



Aerodrome perimeter fence

16.3 Equipment for bird and wildlife dispersal

Car horns are used for wildlife dispersal.

16.4 Equipment for aerodrome emergencies

Fire extinguishers are available at this aerodrome. It was observed they had been checked and tagged.

16.5 Light Aircraft Tie-down Facilities

An aerodrome operator may provide tie-down facilities only if they are of a sufficient strength to securely hold down the aircraft type for which they are provided. CASA recommends the design of the facilities should be determined in consultation with an engineering consultant or manufacturer of the system [Part 139 MOS 21.01].

Tie-down facilities must be fixed to the ground using embedded anchors which must be not more than 25mm above ground level.

Finding 16.5

No evidence of load testing of the tie-downs was observed.

Corrective Action	Category	Description
16.5.	Action recommended	Test and document in the aerodrome manual the strength of the tie-downs or remove the facilities. An alternative may be to publish in the ERSA-FAC that the tie-downs have not been load tested.



PART B – APPENDICES

Appendix 1 - Definitions and Acronyms

The following definitions and acronyms have been sourced from the Part 139 MOS.

aerodrome facility	<p>Any of the following physical things at an aerodrome as mentioned in the Part 139 MOS for an aerodrome:</p> <ul style="list-style-type: none"> • the physical characteristics of any movement area including runways, taxiways, taxilanes, shoulders, aprons, primary and secondary parking positions, runway strips and taxiway strips; • infrastructure; • structures; • equipment; • earthing points; • cables; • lighting; • signage; • markings; • visual approach slope indicators; • any other similar thing that is physical matter and is used for the operation of aircraft at the aerodrome. <p><i>Note 1 – aerodrome facilities are physical matter. Management and administrative processes do not constitute an aerodrome facility.</i></p>
aerodrome movement	For an aircraft, means a take-off, a landing or a touch-and-go.
aerodrome reference code (ARC)	<p>The ARC is made up of three elements:</p> <ul style="list-style-type: none"> • a code number determined by the aeroplane reference field length (code number or runway code number); and • a code letter determined by the aeroplane wingspan (code letter); and • the OMGWS.
aerodrome reference point (ARP)	Means the designated geographical location of an aerodrome.
aerodrome technical inspection (ATI)	An inspection of the facilities, equipment and operation of a certified aerodrome, conducted by, or on behalf of, the aerodrome operator to ensure detection of any deterioration that could make any of the facilities, equipment or operations unsafe for aircraft operations.
aerodrome reference field length	<p>The minimum field length required for an aeroplane to take off at maximum certificated take-off mass, at sea level, in standard atmospheric conditions, in still air and with zero runway slope, as shown in:</p> <ul style="list-style-type: none"> • the aeroplane’s aircraft flight manual approved by the national aviation authority which issued the initial type certificate for the aeroplane; or • equivalent data from the aeroplane manufacturer.



AIP	Aeronautical Information Publication
AIP-ERSA	Aeronautical Information Publication – En Route Supplement of Australia
aircraft movement	One of the following: <ul style="list-style-type: none"> the landing of an aircraft at an aerodrome; the take-off of an aircraft from an aerodrome; a touch-and-go manoeuvre of an aircraft at an aerodrome.
aircraft movements	When referred to numerically for an aerodrome, for a financial year, means the numbers of aircraft movements at the aerodrome during the financial year, as compiled by the aerodrome operator or the ATS provider. <i>Note: CASA may require an aerodrome operator or an ATS provider to provide it with aircraft movement data. See CASR 139.140 and 139.145.</i>
air transport operation	As per clause 3 of Part 2 of the CASR Dictionary. A passenger transport operation, or a cargo transport operation, that: <ul style="list-style-type: none"> is conducted for hire or reward; or is prescribed by an instrument under CASR 201.025. <i>Note – an aerial work operation is not an air transport operation.</i>
air transport passenger	A passenger in an air transport operation.
air transport passenger movement numbers	For an aerodrome, for a financial year, means the numbers, published by the Department, of air transport passenger movements at the aerodrome during the financial year, and any reference to air transport passenger movements is a reference to the movements compiled in these numbers.
CASR	Civil Aviation Safety Regulations 1998
clearway (CWY)	A defined area at the end of the TORA, on the ground or water under the control of the aerodrome operator, that is selected or prepared as a suitable area over which an aeroplane may make a portion of its initial climb to a specified height.
DAP	Departure and Approach Procedures
Department	The Department of State of the Commonwealth that is administered by the Minister who, from time to time, administers CASR. Currently, this is the Department of Infrastructure, Transport, Regional Development and Communications but may change from time to time in accordance with Administrative Arrangements Orders made by the Governor General.
ERSA - FAC	The pages of the ERSA that pertain to a particular aerodrome/heliport.
facility	Has the same meaning as aerodrome facility.
grandfathered facility	An existing aerodrome facility (the facility) and the obstacle limitation surfaces associated with an existing runway that is part of the existing aerodrome facility (the OLS) that, on and after the commencement of this MOS, do not comply with the standards in this MOS, provided that: (a) the facility and the OLS complies, and continues to comply, with the standards which applied to the facility and the OLS immediately before the commencement of this MOS; and



	<p><i>Note CASA guidance documents identify the range of previous standards that may have applied.</i></p> <p>(b) the aerodrome operator’s aerodrome manual:</p> <ul style="list-style-type: none"> (i) identifies the facility and the OLS; and (ii) sets out in detail how the facility and the OLS do not comply with this MOS.
gravel	For a surface, means that the surface is comprised of gravel and may binding additives but is not sealed.
IAW	in accordance with
international air transport operation	An international air transport operation whether or not it is conducted in accordance with a published schedule.
manoeuvring area	That part of the aerodrome to be used for the take-off, landing and taxiing of aircraft, excluding aprons.
Method of Working Plan (MOWP)	A plan to ensure that aerodrome works do not present a hazard to aircraft operations.
movement area	That part of an aerodrome to be used for the take-off, landing and taxiing of aircraft, consisting of the manoeuvring area and the aprons.
NOTAM	Notice to Airmen. A notice issued by the NOTAM Office containing information or instructions concerning the establishment, condition or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to persons concerned with flight operations.
Obstacle Limitation Surfaces (OLS)	<p>A series of planes, associated with each runway at an aerodrome, that defines the desirable limits to which objects or structures may project into the airspace around the aerodrome so that aircraft operations at the aerodrome may be conducted safely. The OLS are as follows:</p> <ul style="list-style-type: none"> • the outer horizontal surface; • the conical surface; • the inner horizontal surface; • the approach surface; • the inner approach surface; • the transitional surface; • the inner transitional surface; • the baulked landing surface; • the take-off climb surface.
obstacles	<p>Fixed (whether temporarily or permanent) and mobile objects, structures and parts of such objects and structures, that:</p> <ul style="list-style-type: none"> • are located on an area provided for the surface movement of aircraft; or • extend above a defined surface designated to protect aircraft in flight; or • stand outside the defined surfaces mentioned above and that have been assessed as being a hazard to air navigation.
OMGWS	Outer main gear wheel span



PAL	Pilot activated lighting system
PAPI	Precision Approach Path Indicator
RDS	Runway Distance Supplement
RESA	Runway End Safety Area. An area symmetrical about the extended runway centreline and adjacent to the end of the runway strip, primarily to reduce the risk of damage to an aeroplane which undershoots or overruns the runway.
runway	A defined rectangular area on a land aerodrome prepared for the landing and take-off of aircraft.
runway strip	A defined area, including the runway and stopway, provided to: <ul style="list-style-type: none"> • reduce the risk of damage to aircraft running off a runway; and • protect aircraft flying over the runway during take-off or landing operations.
sealed	For a surface, means that the surface is wholly, or preponderantly, sealed with a surface treatment which may include bitumen, asphalt, concrete or another suitable treatment.
stopway	A defined rectangular area on the ground at the end of the take-off run available prepared as a suitable area in which an aircraft can be stopped in the case of an abandoned take-off.
STODA	Supplementary Take-off Distance Available
taxiway	A defined path on aerodrome on land, established for the taxiing of aircraft from one part of an aerodrome to another. A taxiway includes a taxilane, an apron taxiway and a rapid exit taxiway.
taxiway strip	An area including a taxiway provided to protect an aircraft operating on the taxiway and to reduce the risk of damage to an aircraft which accidentally runs off the taxiway.
threshold	The beginning of that portion of the runway usable for landing.
TODA	Take-off Distance Available. The full length of the runway plus the length of any clearway. If there is no designated clearway, the part of the runway strip between the end of the runway and the runway strip end must be included as part of the TODA. TODA = TORA + CWY
TORA	Take-off Run Available. The full length of the runway available in the relevant take-off direction. TORA = length of runway. Neither stopway nor clearway are included in the TORA.
visual aids	Visual aids to navigation in the form of markers, markings, lights, signs, signals, displays or wind direction indicators, or combinations of these, which provide information to aircraft and vehicles on, or using, the movement area of an aerodrome.

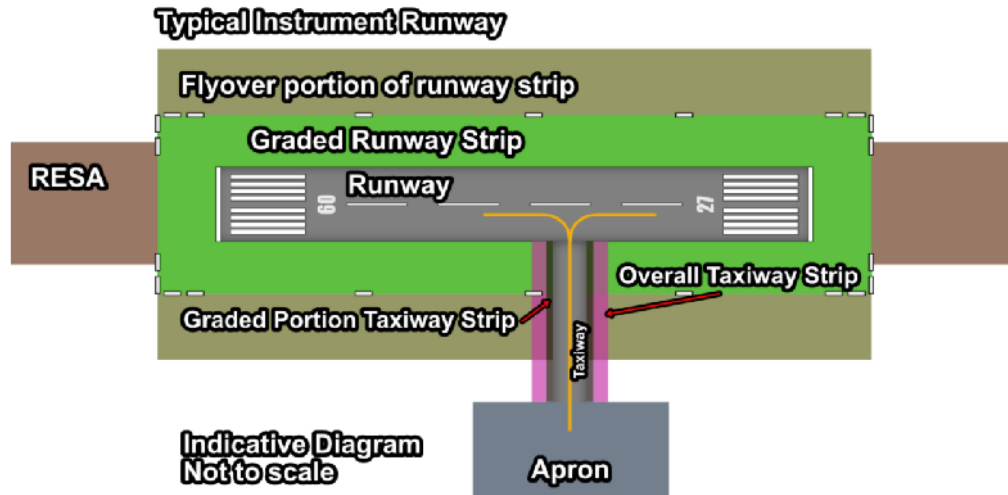


Appendix 2 - Aerodrome Management Processes - Trigger Criteria

Requirement	Air transport passenger numbers (per year)					International
	0 < 10 000	10 000 < 25 000	25 000 < 50 000	50 000 < 350 000	350 000 +	
Safety / risk management <i>* Review concurrently with items (1) and (2)</i>			Risk management plan	Safety management system	ICAO Annex 19 Safety management system	
Technical inspections <i>* Review concurrently with items (6), (7) and (8)</i>	Validation only	Split technical inspection (some elements may be conducted bi-annually)		Full technical inspection		
Emergency Plan <i>* Review concurrently with item (3)</i>	May be covered under local emergency management arrangements			Aerodrome Emergency plan		
Emergency committee					Aerodrome Emergency committee	
Emergency preparedness <i>* Review concurrently with item (4)</i>	Emergency induction program			Emergency exercises (modular testing / full scale exercise)		
Wildlife hazard management <i>* Review concurrently with item (5)</i>	Wildlife hazard management plan recommended where a high wildlife risk exists at the aerodrome			Wildlife hazard management plan		
Aircraft movement numbers (per year)						
<i>** must be considered concurrently with air transport passenger numbers (refer top of table)</i>						
(1) Risk management plans are required for more than 20 000 up to but not including 50 000 aircraft movements. (2) A safety management system is required for 100 000 or more aircraft movements. (3) An Aerodrome Emergency Plan is required for 100 000 or more aircraft movements. (4) Emergency exercises (modular testing / full scale exercise) is required for 100 000 or more aircraft movements. (5) A wildlife hazard management plan is required for 100 000 or more aircraft movements. (6) Annual validations are required for aircraft movement numbers below 20 000. (7) 'Split' Technical Inspections are required for 20 000 or more up to but not including 100 000 aircraft movements. (8) Technical Inspections are required for 100 000 or more aircraft movements.						

Reproduced from AC 139.A03 v1.0 Application of aerodrome standards (CASA, June 2020)

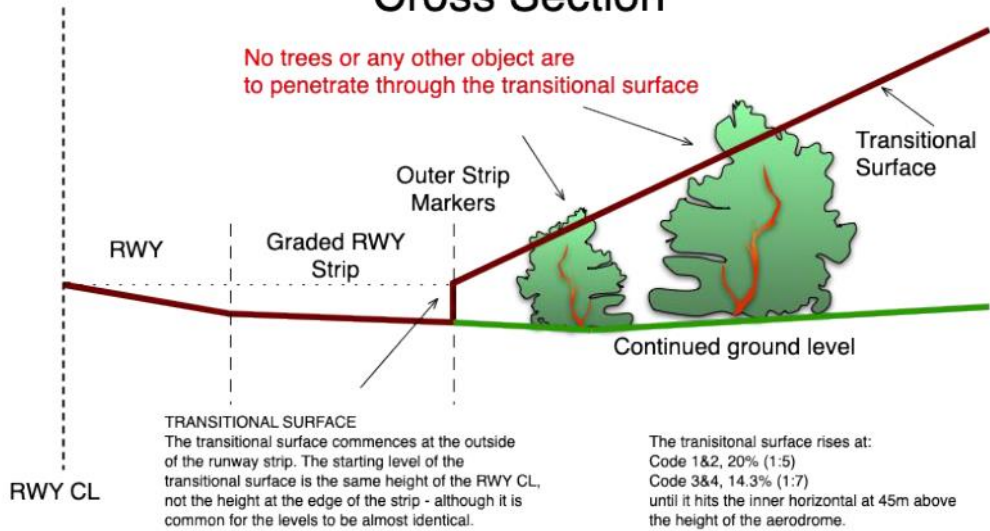
Appendix 3 - Basic Aerodrome Layout



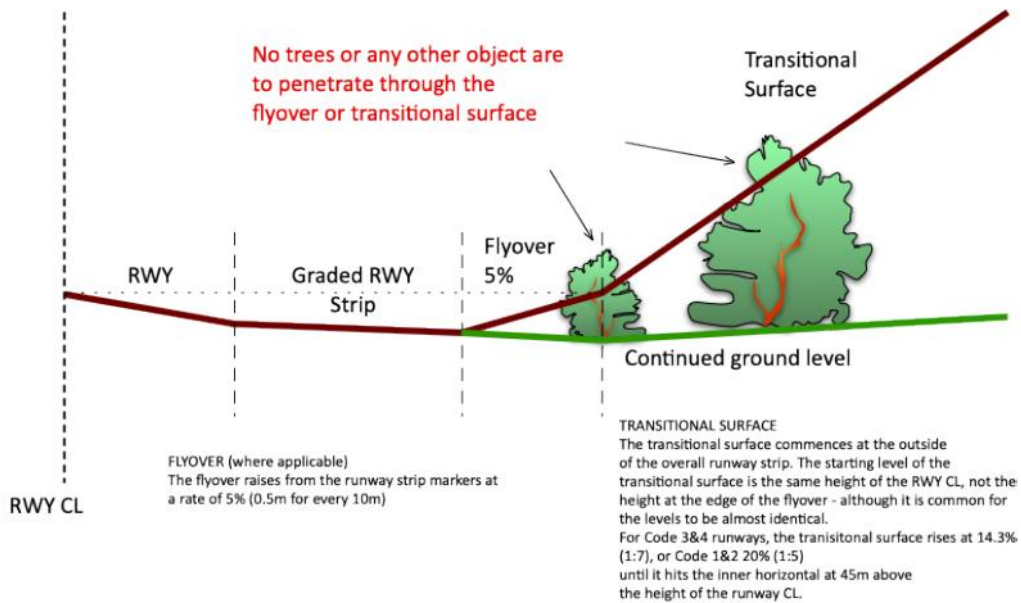


Appendix 4 - Transitional Surface Schematics

Non-Instrument Transitional SFC 50% Cross Section



Instrument Non-Precision 50% Cross Section





Appendix 5 - Take-off and Approach Survey Data and Photos

Derby Runway 11.29 - Aerodrome Survey							Date	26.09.22		
Position		172212S	1233938E	Elevation		24 FT	Surveyed by: Kevin Thomas			
Runway Details		Dimensions	1736 m x 30 m		Slope	0.1% down to N		Surface	Sealed	
		Levels	TKOF 11	RWY END	7.612	TKOF 29	RWY END	6.031		
				RWS END	7.69		RWS END	5.75	Runway BRG (T)	110.5

Declared Distances				
RWY	TORA	TODA	ASDA	LDA
11	1736	1826 (3.25%)	1736	1736
29	1736	1796 (1.2%)	1736	1736

Supplementary Take-Off Distances						
RWY	1.6%	1.9%	2.2%	2.5%	3.3%	5.0%
11	1351	1514	1631	1709	NA	NA
29	N/A	N/A	N/A	N/A	N/A	N/A

Survey Specs			
Code 3 Non-Precision (Previous Standard)			
Take-Off SFC		Approach SFC	
Inner Edge	180 m	Inner Edge	150 m
Dist FM THR	60 m	Dist FM THR	60 m
Divergence	12.5%	Divergence	15%
Final Width	1800 m	1st Sect Slope	3.33%
Length	15000 m	1st Sect Length	3000 m

NOTE RWY 11 TKOF FENCE IS LISTED IN ERSR RDS

Obstacle Information										
TKOF RWY	Object No	Description	DIST OUT	HT ABV CWY	OBST GRAD	OBST RL	DIST FM SOT	OFFSET	Comment	
11	1	Tree	923.52 m	20.61 m	2.23%	28.3 m	2749.52	254.68 mL	Outside TKOF SFC	
11	2	Tree	893.12 m	18.08 m	2.02%	25.77 m	2719.12	174.42 mL		
11	3	Tree	841.79 m	17.33 m	2.05%	25.02 m	2667.74	124.81 mL		
11	4	Tree	648.5 m	16.01 m	2.46%	23.7 m	2474.5	25.3 mL		
11	5	Tree	602.81 m	15.27 m	2.53%	22.96 m	2428.81	14.73 mR		
11	6	Tree	517.94 m	13.21 m	2.55%	20.9 m	2343.54	64.97 mR		
11	7	Tree	507.21 m	15.23 m	3%	22.92 m	2333.21	100.12 mR		
11	8	Tree	371.04 m	12.07 m	3.25%	19.76 m	2197.04	82.03 mR	Critical Object	
29	1	Fence	2.41 m	1.48 m	61.61%	7.51 m	1798.41 m	97.51 mL	Outside TKOF SFC and APP SFC	
29	2	Fence	19.15 m	1.42 m	7.42%	7.45 m	1815.15 m	93.02 mL	Outside TKOF SFC and APP SFC	
29	3	Fence	35.31 m	1.127	3.19%	8.817	1831.31 m	81.12mL	Outside TKOF SFC and APP SFC	
29	4	Fence	75.31 m	0.9m	1.20%	8.852	1871.31 m	50.94mL		
29	5	Fence	120.07 m	1.013	0.84%	8.703	1916.07 m	17.96mL	Critical Object	
29	6	Fence	122.44 m	0.961	0.78%	8.651	1918.44 m	45.65mR		



Take-off Runway 11



Take-off Runway 29



Derby 05.22 - Aerodrome Survey									
Position		172212S	1233938E	Elevation		24 FT	Date		26.09.22
Surveyed by: Kevin Thomas									
Runway Details	Dimensions	1158 m x 18 m		Slope	0.1% down to SW		Surface	Gravel/Seal	
	Levels	TKOF 05	RWY END	6.97	TKOF 23	RWY END	5.63		
			RWS END	6.874		RWS END	5.495	Runway BRG (T)	56.0
Declared Distances					Survey Specs				
RWY	TORA	TODA	ASDA	LDA	Code 1 Non-Instrument				
5	1158	1218 (2.01%)	1158	1158	<i>Take-Off SFC</i>		<i>Approach SFC</i>		
23	1158	1218 (2.71%)	1158	1158	Inner Edge	60 m	Inner Edge	60 m	
<i>Supplementary Take-Off Distances</i>					Dist FM THR	60 m	Dist FM THR	60 m	
RWY	1.6%	1.9%	2.2%	2.5%	Divergence	10%	Divergence	10%	
5	975	1168	NA	NA	Final Width	380 m	1st Sect Slope	5%	
23	1182	1196	1206	1213	Length	1600 m	1st Sect Length	1600 m	
Obstacle Information									
TKOF RWY	Object No	Description	DIST OUT	HT ABV CWY	OBST GRAD	OBST RL	DIST FM SOT	OFFSET	Comment
5	1	Tree	751.3 m	15.15 m	2.01%	22.12 m	1969.3 m	63.75 mL	Critical Object
5	2	Tree	1211.87 m	23.02 m	1.89%	29.99 m	2429.87 m	17.28 mL	
5	3	Tree	1186.19 m	21.39 m	1.8%	28.36 m	2404.19 m	43.84 mR	
5	4	Tree	961.19 m	18.26 m	1.9%	25.23 m	2179.19 m	105.83 mR	
23	1	Fence	53.69 m	1.45 m	2.71%	7.08 m	1271.69 m	0.29 mL	Critical Object

RWY DECLARED DIST AND GRADIENT CHANGES

RWY TODA

11 1826(3.25%)

05 1218(2.01%)

SUPPLEMENTARY DISTANCES

RWY 11 1351(1.6%), 1514(1.9%), 1631(2.2%), 1709(2.5%)

RWY 05 975(1.6%), 1168(1.9%)



Take-off Runway 05



Take-off Runway 23



Appendix 6 - ERSA - FAC entry

AIP Australia 08 SEP 2022 FAC YDBY - 1

DERBY **ELEV 24**
AVFAX CODE 6902



WA 172212S 1233938E UTC +8 YDBY
 AD OPR Shire of Derby/West Kimberley, PO BOX 94, Derby, WA, 6728. PH 08 9191 0999: H24 0418 922 415. PH AH 0409 099 193: 0408 011 433: 0455 551 709. VAR 2 DEG E CERT

HANDLING SERVICES AND FACILITIES

AIR BP: 2330-0730 UTC JO, AH JET A1 by prior arrangement only. Call-out fees apply. Phone 0456 051 988. H24 AVGAS BP carnet card bowser.

METEOROLOGICAL INFORMATION PROVIDED

1. TAF CAT C, METAR/SPECI.
2. AWIS Phone 08 6216 2610 - Report faults to AD OPR.
3. AWIS FREQ 135.5 - Report faults to AD OPR.

PHYSICAL CHARACTERISTICS

05/23 054 38c 5700/550 (80PSI) Red gravel. Sealed 88M SW WID 18 RWS 90
 end; 186M NE end and 323M in centre
 11/29 108 57a PCN 24 /F /B /1150 (167PSI) /T WID 30 RWS 90

AERODROME AND APPROACH LIGHTING

RWY 11/29 LIRL(1) AFRU+PAL 126.7 SDBY PWR AVBL
 RWY 11/29 PAPI AFRU+PAL 126.7 3.0 DEG51FT SDBY PWR AVBL
 (1) MAN ACT by AD OPR. H24 PN required. CTC AD OPR

ATS AND AERODROME COMMUNICATION FACILITIES

FIA BRISBANE CENTRE 122.1 On Ground

RADIO NAVIGATION AND LANDING AIDS

NDB DBY 332 172124.6S 1234001.1E Range 50 (HN 50) (1)
 (1) 200/1.0 to ARP

FLIGHT PROCEDURES

For special procedures which apply to the Horizontal Falls, see *ERSA GEN - SPECIAL PROCEDURES*.

CTAF - AFRU 126.7
 Outside Curtin TWR HR.

ADDITIONAL INFORMATION

Bird and animal hazard exists. Inspections AVBL with 60MIN PN. Charges may apply.

CHARTS RELATED TO THE AERODROME

1. WAC 3223.
2. Also refer to AIP Departure and Approach Procedures.



Appendix 7 - ERSA - RDS entry

RUNWAY DISTANCE SUPPLEMENT 08 SEP 2022 RDS YDBY - 1

DERBY

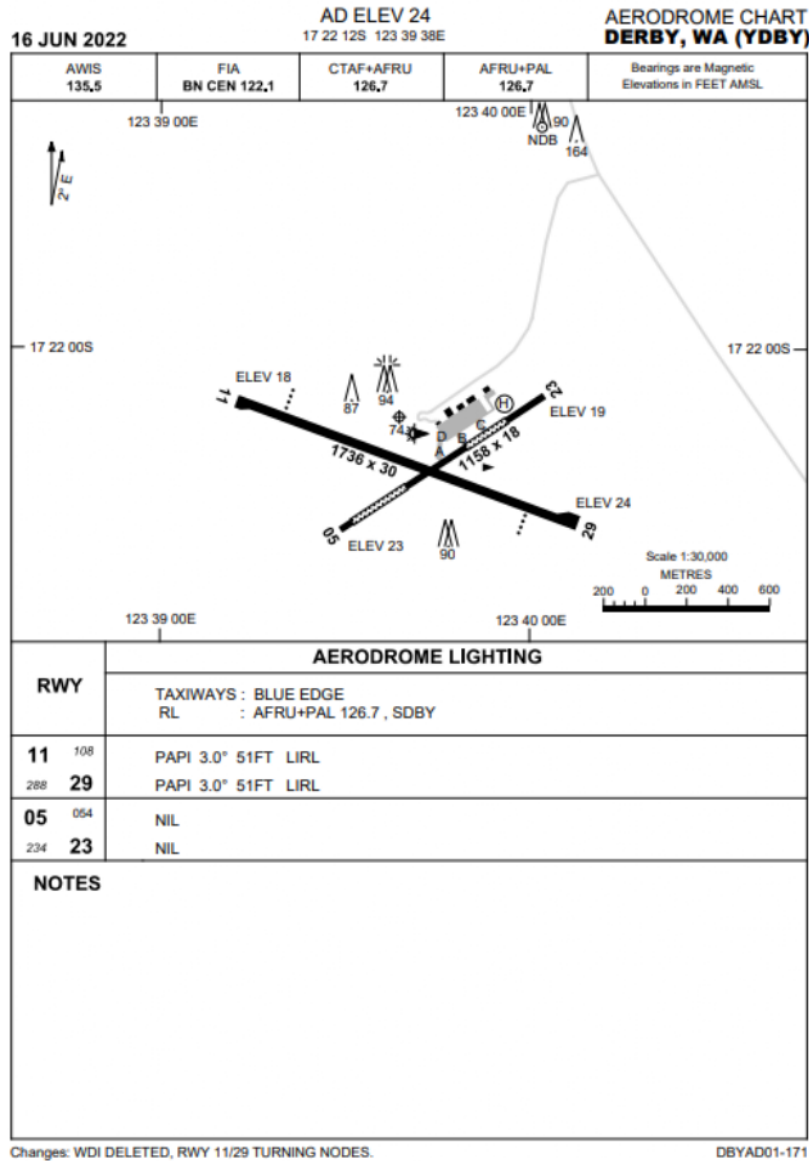
RWY	(CN)	TORA	TODA	ASDA	LDA
05	(1)	1158 (3799)	1218 (3996) (1.88%)	1158 (3799)	1158 (3799)
23	(1)	1158 (3799)	1218 (3996) (2.95%)	1158 (3799)	1158 (3799)
Fence 3FT ABV and 1270M FM SOT, across RCL has been taken into account in calculation of TODA GRAD and STODA					
Slope 0.1% down to SW. RWY WID 18 RWS WID 90					
11	(3)	1736 (5695)	1826 (5991) (3.07%)	1736 (5695)	1736 (5695)
RWY 11 fences not taken into calculation of TODA GRAD and STODA.					
29	(3)	1736 (5695)	1796 (5892) (1.2%)	1736 (5695)	1736 (5695)
Fence 1826M FM SOT and 78M L and R of CL 5FT ABV end of TODA.					
Fence 1885M FM SOT and on extended CL 6FT ABV end of TODA.					
Slope 0.1% down to W. RWY WID 30 RWS WID 90					

SUPPLEMENTARY TAKEOFF DISTANCES

RWY05-	1007(3304)(1.6)				
RWY23-	1175(3855)(1.6)	1189(3901)(1.9)	1200(3937)(2.2)	1208(3963)(2.5)	
RWY11-	1334(4377)(1.6)	1501(4924)(1.9)	1621(5318)(2.2)	1711(5613)(2.5)	



Appendix 8 - DAP - Aerodrome Chart





Appendix 9 - Summary of Aerodrome Manual Review

Details of the aerodrome manual (AM) reviewed as part of this ATI are listed in Section 3 of this report.

The manual was reviewed utilising compliance and performance markers adapted from the CASA SMS Framework⁹. Where an aerodrome manual marker does not apply to this aerodrome, it has been annotated as not applicable (N/A).

The following definitions apply:

Marker	Status	Definition
Present (P)	✓ or X or N/A	There is evidence that the marker is clearly visible and is documented within the aerodrome manual or subsidiary documents.
Suitable (S)	✓ or X or N/A	The marker is suitable based on the size, nature, complexity and the inherent risk in the activity.
Operating (O)	✓ or X or N/A	There is evidence that the marker is in use and an output is being produced.
Effective (E)	✓ or X or N/A	There is evidence that the element or component is achieving the desired outcome.

⁹ Safety Management System Form 1591 (casa.gov.au)



9.0 Aerodrome Manual

Assess the form and function of the aerodrome manual.

[Part 139 MOS Chapter 10 – 10.4]

AD Manual	✓X	Comments:
Present	✓	AD Manual present
Suitable	X	AD Manual does not meet the form of an aerodrome manual to comply with Part 139 MOS due to: <ul style="list-style-type: none"> • No use of heading “NOT APPLICABLE” or “N/A” for placeholders. • Does not identify the MOS requirements by reference to the relevant provision of the MOS.
Operating	✓	The aerodrome manual is currently operating due to: <ul style="list-style-type: none"> • Records being found to show use of the aerodrome manual in the correct described locations.
Effective	X	The aerodrome manual was found to be effective at containing pertinent information to facilities and operations at the aerodrome. It was found to not comply with the Part 139 MOS layout requirements.

There are no additional subsidiary documents for this section.

Finding AM 9.0

The aerodrome manual did not meet the form as required by the Part 139 MOS.

Corrective Action	Category	Description
AM 9.0	Action required	Update the form of the aerodrome manual to align with the Part 139 MOS 10.02.



9.1 Aerodrome Administration

To show the management, administration and organisational structure with key positions.

[Part 139 MOS 11.02]

AD Manual	✓X	Comments:
Present	✓	<p><i>Organisational Structure (flow chart)</i></p> <p><i>Key positions including Accountable Manager, responsible persons for the organisation, Manual Controller and persons/positions responsible for aerodrome operations and safety as required by Part 139 MOS.</i></p>
Suitable	✓	The flow chart and structure is considered suitable
Operating	✓	The structure is operating well
Effective	✓	The structure is effective

There are no additional subsidiary documents for this section.



9.2 Aerodrome Information

To ensure accurate information is supplied and maintained within the aerodrome manual.
 [Part 139 MOS 11.01]

AD Manual	✓X	Comments:
Present	✓	<i>Information as required by Chapter 5:</i> <i>Scaled Plan of the Aerodrome:</i> <i>Approval, Determinations, Direction, Exemptions, Conditions, or other instruments issued by CASA.</i> <i>Grandfathering and Preferred Matters.</i>
Suitable	✓	The existing manual to MOS 139 provides suitable information for the operation of the airport until the new 139 MOS manual is finalised by CASA
Operating	✓	The existing manual to MOS 139 provides suitable information for the operation of the airport until the new 139 MOS manual is finalised by CASA
Effective	X	The aerodrome manual was found to be effective at containing pertinent information to facilities and operations at the aerodrome. It was found to not comply with the Part 139 MOS layout requirements.

There are no additional subsidiary documents for this section.

Finding AM 9.2

The aerodrome manual is being utilised under the previous MOS 139 standard.

Corrective Action	Category	Description
AM 9.2	Action required	Implement and use the new manual (Part 139 MOS) once final approval from CASA is received.



9.3 Aerodrome Reporting

To describe how to ensure published information regarding the aerodrome is current.
 [Part 139 MOS Chapter 11.05]

AD Manual	✓X	Comments:
Present	✓	<i>Identify responsible positions:</i> <i>Requirement to update change of AIP information to AIS.</i> <i>Advising NOTAM office and ATC(where applicable) of hazards that may affect aviation safety.</i> <i>Maintain records of AIP and NOTAM activity for three years.</i>
Suitable	✓	
Operating	✓	
Effective	✓	

There was no evidence the AIP annual review had been carried out.

Finding AM 9.3

The AIP annual review has not been carried out.

Corrective Action	Category	Description
AM 9.3	Action required	Carry out and document a review of the AIP.

The Reporting folder was reviewed and found to be complete and up to date.



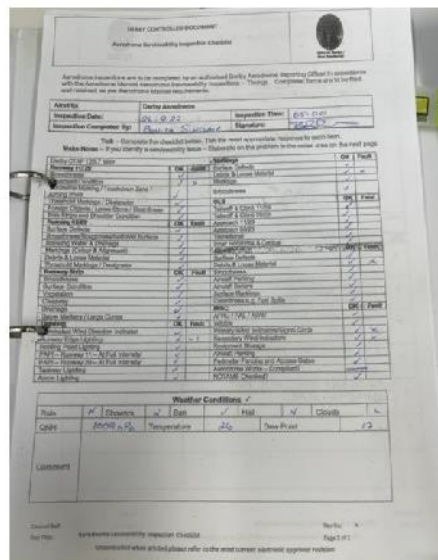
9.4 Aerodrome Serviceability Inspections

To describe how to carry out serviceability inspections, document evidence, and follow-up actions as required.

[Part 139 MOS Chapter 11.03]

AD Manual	✓✗	Comments:
Present	✓	<p><i>Managing the inspections:</i></p> <p><i>Carrying out the inspections (including communications):</i></p> <p><i>Reporting results of the inspections:</i></p> <p><i>Taking follow up actions as-required:</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	

The serviceability records were reviewed, and it was found that they were up to date and being well maintained. Records are very thorough.



Derby Serviceability Inspection Sheet



9.5 Aerodrome Lighting

To describe how to operate the lighting system(s), carry out lighting inspections, document evidence, and follow-up actions as required.

Reference Part 139 MOS Chapter 11.04.

AD Manual	✓X	Comments:
Present	✓	<i>Identify the responsible persons:</i> <i>Carrying out the inspections of lighting, back-up power, portable lighting and monitoring hazardous lights:</i> <i>Maintaining records of the inspections:</i> <i>Taking follow up actions as required:</i> <i>Activation and operations of lighting systems:</i> <i>Carry out maintenance and emergency maintenance:</i> <i>Deal with a partial or total power system failure:</i>
Suitable	✓	
Operating	X	
Effective	✓	

The lighting inspection records were reviewed, and it was found that:

- The weekly inspections by the ARO were up to date.
- Records of the 3 monthly lighting inspections by the ARO were not found.
- Other inspections are being carried out in accordance with the manual (MOS 139) requirements.
- The lights are working and in good condition.

Finding AM 9.5

The aerodrome lighting 3 monthly inspections were either not being carried and/or reported.

Corrective Action	Category	Description
AM 9.5	Action required	Ensure the 3 monthly lighting inspections are being carried out by the ARO and correctly recorded in the files.



9.6 Unauthorised Entry to Aerodrome

To prevent the unauthorised access to the movement area (airside.)

[Part 139 MOS 11.11]

Marker	Status	Comments
Present	✓	<i>Procedures for controlling airside access</i> <i>Procedures for monitoring airside access control point and barriers, such as fencing.</i>
Suitable	✓	
Operating	✓	
Effective	✓	

There are no additional subsidiary documents applicable to this section of the manual.



9.7 Airside Vehicle Control

If procedures have been established for the control of surface vehicles operating on or near the movement area of the aerodrome, they must be included in the manual.

[Part 139 MOS 11.14]

Marker	Status	Comments
Present	✓	<p><i>Traffic Rules and their enforcement:</i></p> <p><i>Establishing a method of instructing and training drivers in relation to the traffic rules:</i></p> <p><i>Airside Qualification and training</i></p> <p><i>Vehicle Condition Compliance</i></p> <p><i>Record Keeping</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	Derby has very little airside vehicle activity.

The records were reviewed and were found to be up to date.



9.8 Aircraft Parking Control

Procedures are mandatory for international operations. They may also be implemented where apron congestion creates a hazard to aircraft operations.

[Part 139 MOS 11.15]

Marker	Status	Comments
Present	✓	<i>Marshalling Services</i> <i>Engine Starts and aircraft push back</i> <i>Apron Markings</i> <i>Allocate parking positions</i> <i>Apron Safety Management</i> <i>Leader van service</i>
Suitable	✓	
Operating	✓	
Effective	✓	Due to low usage and a very large apron, there is very little apron traffic congestion

There are no additional subsidiary documents applicable to this section of the manual.



9.9 Aerodrome Obstacle Control

To ensure the airspace surrounding the aerodrome is not infringed by obstacles.
 [Part 139 MOS 11.05]

Marker	Status	Comments
Present	✓	<p><i>Procedures for monitoring takeoff, approach, VSS and transitional surfaces.</i></p> <p><i>Procedures for monitoring critical obstacles associated with any published terminal instrument flight procedure.</i></p> <p><i>Arrangements for notifying CASA and procedure designer of proposed and actual infringements.</i></p> <p><i>Noting individual responsible positions/persons.</i></p>
Suitable	X	A minor change will be required to the survey diagrams to show updated base survey information. This will be deferred until implementation of the new Part 139 MOS aerodrome manual.
Operating	✓	
Effective	✓	

There are no additional subsidiary documents applicable to this section of the manual.



9.10 Protection of Communication, Navigation, Surveillance and Met Facilities

Procedures for the protection of communication, navigation, surveillance and meteorological (met) facilities (**relevant facilities**) located on the aerodrome.

[Part 139 MOS 11.16]

Marker	Status	Comments
Present	N/A	Not applicable at this aerodrome.
Suitable	N/A	
Operating	N/A	
Effective	N/A	

There are no additional subsidiary documents applicable to this section of the manual.



9.11 Aerodrome Technical Inspections

To ensure the technical inspection process is correctly managed.
 [Part 139 MOS Chapter 11.10]

Marker	Status	Comments
Present	✓	<p><i>Contains a brief for the technical to follow:</i></p> <p><i>Ensure correctly qualified personnel conduct the inspection:</i></p> <p><i>Preparing and implementing a corrective action plan to assess defects identified:</i></p> <p><i>Supply CASA with copies of the reports:</i></p> <p><i>Position responsible for managing the process:</i></p>
Suitable	✓	
Operating	✓	No records are being kept on file at the aerodrome.
Effective	✓	

There are no additional subsidiary documents applicable to this section of the manual.

Finding AM 9.11

Previous ATI reports, including electrical ATI reports, were not on file.

Corrective Action	Category	Description
AM 9.11	Action required	Ensure the ATI and Electrical ATI are maintained on file.



9.12 Aerodrome Works Safety

To ensure procedures are available for the planning and safe execution of aerodrome works.

[Part 139 MOS 11.07]

Marker	Status	Comments
Present	✓	<p><i>Preparation of MOWP and how to contact aircraft operators and aerodrome users.</i></p> <p><i>Communication with aircraft and ATC.</i></p> <p><i>Carrying out time-limited or emergency works.</i></p> <p><i>Notifying aircraft operators and aerodrome users of time-limited or emergency works.</i></p> <p><i>Carrying out works when the aerodrome is closed to aircraft operations.</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	

There are no additional subsidiary documents applicable to this section of the manual.



9.13 Wildlife Hazard Management

To ensure procedures are available to assess and mitigate wildlife hazards on the aerodrome.
 [Part 139 MOS Chapter 11.08]

Marker	Status	Comments
Present	✓	<p><i>Arrangements to monitor any wildlife hazard:</i></p> <p><i>Arrangements to assess any wildlife hazard:</i></p> <p><i>Arrangements to mitigate any wildlife hazard:</i></p> <p><i>Arrangements to report any wildlife hazard (NOTAM, CTAF etc.):</i></p> <p><i>Liaising with relevant authorities for proposed or actual sources of wildlife attraction inside or outside the aerodrome boundary:</i></p> <p><i>Individuals or positions responsible for the monitoring and mitigating of wildlife hazards:</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	The Derby Aerodrome is relatively free from bird hazards.

The wildlife hazard folder was reviewed, and it was found that there were recent entries.



9.14 Low Visibility Operations

Procedures for the management of ground activities at an aerodrome where low-visibility operations are conducted on the aerodrome.

[Part 139 MOS Chapter 11.17]

Marker	Status	Comments
Present	N/A	Not applicable at this aerodrome.
Suitable	N/A	
Operating	N/A	
Effective	N/A	

Not applicable as there are no low-visibility operations at this aerodrome.



9.15 Disabled Aircraft Removal

Procedure to remove an aircraft that is disabled on or near the movement area.
 [Part 139 MOS 11.13]

Marker	Status	Comments
Present	✓	<p><i>Identify roles of AD operator and the holder of the certificate of registration:</i></p> <p><i>Notify the holder of the certificate of registration:</i></p> <p><i>Liaise with ATSB, Defence and ATC as applicable:</i></p> <p><i>Obtain appropriate equipment to remove the aircraft:</i></p> <p><i>Persons responsible for arranging the removal of the aircraft with a telephone number and after hours availability:</i></p>
Suitable	✓	
Operating	✓	
Effective	✓	<p>Whilst the recovery of a disabled aircraft has not been required within the last 10 years, it is believed that the plan would be effective if activation was required.</p>

There are no additional subsidiary documents applicable to this section of the manual.



9.16 Aerodrome Safety Management

To note the presence of a Safety Management System (SMS) or Risk Management Plan (RMP).
 [Part 139 MOS Chapter 11.09]

Marker	Status	Comments
Present	✓	The Derby aerodrome has a SMS included Risk Management Plan.
Suitable	✓	The SMS has been written in accordance with MOS 139 however has not been up dated since drafted in 2015.
Operating	X	The SMS is operating however meetings have not been held on a regular basis.
Effective	✓	Although meetings are not being held and the SMS is not particularly active, good decision are being made in line with the company structure and principles of the SMS

There are no additional subsidiary documents applicable to this section of the manual.

Until the new manual is accepted by CASA it is a requirement to operate the aerodrome in accordance with the current (old) manual, which requires the SMS to be managed with regular meetings. They are required every 3 months but evidence of a recent meeting was not observed.

Finding AM 9.16

Until the new manual is recognised by CASA it is a requirement to operate the aerodrome in accordance with the old manual. Regular SMS meetings are not being held.

Corrective Action	Category	Description
AM 9.16	Action required	Hold SMS meetings every 3 months in accordance with the current manual. Alternatively, update the current manual to remove the requirement.



9.17 Aerodrome Emergency Response and Procedures

Aerodrome emergency procedures to be included or referenced in the aerodrome manual.
 [Part 139 MOS 11.12]

Marker	Status	Comments
Present	✓	<p><i>Positions who constitute the emergency committee.</i></p> <p><i>Description of each emergency respondent organisation.</i></p> <p><i>Procedures for liaising with the authorised person for planning arrangements.</i></p> <p><i>Procedures for notification and initiation of emergency response.</i></p> <p><i>Procedures for activation, control and coordination during initial stages of a response.</i></p> <p><i>Procedures for use of the aerodrome emergency facilities.</i></p> <p><i>Management of assembly areas.</i></p> <p><i>Procedures for response to 'local standby'.</i></p> <p><i>Procedures for response to 'full emergency'.</i></p> <p><i>Management of emergency facilities and access points.</i></p> <p><i>Arrangements for inductions, response training and exercises.</i></p> <p><i>Arrangements to return the aerodrome to operational status.</i></p> <p><i>Arrangements to review the emergency plan.</i></p> <p><i>Roles and responsibilities in accordance with MOS 11.12.</i></p>



Marker	Status	Comments
Suitable	✓	The emergency plan is suitable to the size and scope of operations at Derby
Operating	X	The plan has not been exercised since 2016.
Effective	N/A	Whilst there has been no actual emergency response requirements in at least the last 20 years, the plan is backed up by respondents within the community and is regularly exercised within their own organisations.

The records of the emergency committee meetings and emergency exercises were reviewed, and it was found that no exercises have been held since 2016.

Finding AM 9.17

The current aerodrome manual states regular emergency exercises are required. There was no record of an emergency exercise being held since 2016.

Corrective Action	Category	Description
AM 9.17	Action required	Conduct an emergency exercise or remove the requirement to hold exercises from the current aerodrome manual.

7.4 2020-2021 AUDIT FINDINGS CURRENT STATUS**File Number: 4105****Author: Alan Thornton, Acting Director of Corporate Services****Responsible Officer: Amanda Dexter, Chief Executive Officer****Authority/Discretion: Information****SUMMARY**

For the Audit Committee to receive the 2020-2021 Audit Findings Current Status reports and provide strategic direction as required.

DISCLOSURE OF ANY INTEREST

Nil by Author and Responsible Officer.

BACKGROUND

The audit approach taken by Office of the Auditor General and RSM involves the use of a rotation methodology when planning test of controls.

In accordance with the Audit Planning Memorandum, the auditors performed key management control testing over the revenue, payment and fixed assets transaction cycles as part of the 2020-2021 Financial Audit. In addition, the auditors performed an Information Systems audit that tested information general controls. The Shire's financial management information system is classified by the audit team as 'complex'. Audit also determined that the information system general controls are critical to the processing of financial transactions and the preparation of the financial statements.

STATUTORY ENVIRONMENT

Reported under the Local Government (Audit) Regulations 1996 in the 2020/21 Audit Report (refer section 2.3).

POLICY IMPLICATIONS

There is no specific policy relating to the audit and subsequent findings.

FINANCIAL IMPLICATIONS

The audit focus was on those areas where the auditors assessed there to be a significant risk of material misstatement in the financial statements. The auditors designed and performed procedures to be able to conclude, with reasonable assurance, whether each significant risk area is free from material misstatement.

STRATEGIC IMPLICATIONS

GOAL	OUR PRIORITIES	WE WILL
1. Leadership and Governance	1.2 Capable, inclusive and effective organisation	1.2.2 Provide strong governance

RISK MANAGEMENT CONSIDERATIONS

RISK	LIKELIHOOD	CONSEQUENCE	RISK ANALYSIS	MITIGATION
Legal & Compliance: Failure to comply with legislative requirements inefficient use of Council resources and/or financial loss.	Possible	Major	Medium	Reviewed the Shire's controls to manage the risk of systemic failure to comply with relevant laws and regulations.

CONSULTATION

The author has consulted with:

- Moore Australia, the Shire's financial services provider;
- Managed IT, the Shire's information technology provider; and
- Shire staff.

COMMENT

The tables below give an overview of audit findings identified during Financial Audit and findings identified during the Information Systems Audit. The ATTACHMENTS section contains detailed reports that relate to the Shire of Derby/West Kimberley's 2020-2021 Audit Findings.

INDEX OF FINDINGS	RATING		
	SIGNIFICANT	MODERATE	MINOR
FINDINGS IDENTIFIED IN THE CURRENT FINANCIAL AUDIT			
1. Asset Renewal Funding Ratio	✓		
2. Recognition of accrued expenses		✓	
3. Completeness of the Fixed Asset Register		✓	
4. Incorrect fixed asset capitalisation dates			✓
5. Completeness of long service leave provisions			✓
MATTERS OUTSTANDING FROM PRIOR AUDITS			
6. Management valuation inputs	✓		
7. Fixed Asset Management Policy	✓		
8. Asset Capitalisation Policy	✓		

INDEX OF FINDINGS	RATING		
	SIGNIFICANT	MODERATE	MINOR
FINDINGS IDENTIFIED IN THE CURRENT INFORMATION SYSTEMS AUDIT			
1. Financial Application – User Access Management	✓		
2. IT Governance - Standards, Policies & Procedure		✓	
3. IT Governance and Strategy		✓	
4. Physical and Environmental Security Management		✓	
5. Business Continuity Management		✓	
6. Network Access Management		✓	
7. Risk Management			✓
8. Network Security Management			✓
9. Password Management			✓

KEY TO RATINGS

These ratings are based on the auditor’s assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. The auditors consider these potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

Significant - Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating may be reported as a matter of non-compliance in the audit report in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit report, it should be addressed promptly.

Moderate - Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.

Minor - Those findings that are not of primary concern but still warrant action being taken.

VOTING REQUIREMENT

Simple majority

ATTACHMENTS

1. **2020-2021 Financial Audit Findings Current Status** [!\[\]\(b6d55d0b173caf9b2505126db01e6158_img.jpg\)](#) 
2. **2020-2021 Information System Audit Findings Current Status** [!\[\]\(ef4c06c861a77cbd8cff5c2a4ca34233_img.jpg\)](#) 

COMMITTEE RESOLUTION AC124/22**Moved: Cr Geoff Haerewa****Seconded: Cr Pat Riley****That the Audit Committee recommends that Council:**

- 1. RECEIVES the information contained in these reports detailing 2020-2021 Audit Findings.**

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle**Against: Nil****CARRIED 5/0**

Shire of Derby
Audit Findings

Ref	Finding	Significant	Moderate	Minor	Assessment	Implication	Recommendation	Management Comment	Followup comments
Final Audit Findings for the year ended 30/06/2021									
1	Asset Renewal Funding Ratio	✓			The Shire has not reported the Asset Renewal Funding Ratio for 2021, 2020 and 2019 in the annual financial report as required by regulation 50 (1)(c) of the Local Government Financial Management Regulations, as planned capital renewals and required capital expenditure were not estimated in a long-term financial plan and asset management plan respectively.	The financial report does not comply with regulation 50(1)(c) of the Local Government (Financial Management) Regulations 1996.	We recommend that the Shire updates and approves the asset management and long-term financial plans as soon as possible. This will allow the Shire to calculate the asset renewal funding ratio based on verifiable information and reasonable assumptions, to facilitate reporting in the financial report.	During 2021-22 financial year the Shire has updated and presented to council asset management plans and long-term financial plan that will facilitate the reporting of the Asset Renewal Funding Ratio in the 2021-22 Annual Financial Statements.	OAG: RSM to check how this was reported in previous year if no approved LTFF AMP, I would suggest removing the 2020 figure if it wasn't supported by approved plans. RSM: Agreed
2	Accrued Expenses		✓		During our cut-off testing of creditors and accruals, we found \$428,431 of accrued expenses which had not been accrued at 30 June 2021.	Failure to correctly accrue expenses at year end could result in the financial statements being misstated	The Shire should develop procedures to assist with identification and accrual of invoices received after balance date, which relate to the prior year.	The Shire has developed procedures to ensure that invoices received after balance date, which relate to the prior year, will be identified resulting in accrued expenses being recorded.	Accountant Accounts Payable team was made aware of this fault and greater care was taken to keep track of batching in Jul-22 period. Additional reports were also run to cross check data when preparing 21/22 accruals.
3	Completeness of the Fixed Asset Register		✓		During the review of the fixed asset register, we noted that there were \$204,000 of assets which were not recorded on the asset register.	The Shire's Fixed Asset Register is incomplete and does not contain a complete list of assets. Whilst the value of these assets is unlikely to be material, the register should be maintained and reconciled as part of good governance and stewardship over these assets.	The Shire should conduct and record a full stocktake of its fixed assets and reconcile those records with the Fixed Asset Register. Regular stocktaking is imperative to verify an assets existence and condition.	This issue has been identified previously. The assets register will be reconciled with the general ledger to ensure all assets are recorded on both the asset register and in the general ledger.	As at 30 June 2021 asset register now reconciles with general ledger and annual financial statements.
4	Asset Capitalisation Dates			✓	From our review of the fixed assets additions listing for the year, we noted that from a sample of 2 transactions, one (50%) sample was not capitalised on the correct date. The asset is valued at \$57,063 and was completed on 25 June 2021. However, it was only capitalised in the fixed asset register on 1 September 2021.	Capitalising fixed assets at a later period, instead of the actual date when the asset was ready for use, results in overstatement of the Shire's fixed assets and understatement of the depreciation expense.	The Shire should capitalise all assets into the fixed asset register when the asset is ready for use.	Increased staffing numbers will allow more timely assessment of works completed on work in progress.	The Shire will capitalise all assets into the fixed asset register when the asset is ready for use provided the Asset Register is accessible (Note: Asset register has been inaccessible for 2021/23 financial year due to 2020/21 audit not being finalised).
5	Completeness of Long Service Leave Provisions			✓	From the review of the long service leave provision calculations, we noted that 9 casual employees were excluded from the long service leave provision calculations. All employees, including casual employees, should be accounted for in long service leave provisions calculations in accordance with the Long Service Leave Act 1958 (WA).	Not recognising employee entitlement results in an understatement of employee benefits expenses and associated liabilities.	The Shire should account for all casual employees' long service leave provision in accordance with the Long Service Leave Act 1958 (WA).	Methodology will be reviewed and amendments will be reflected in the 2021/22 calculation of employee entitlements	Accountant Working template and methodology has been revised in the 2021/22 calculation of employee entitlements. We have ensured all casual staff have been captured in this report.
6	Matters outstanding from prior audits: Management Valuation Inputs	✓			Finding FY 2021 : The Shire partially resolved this finding in 2021 by revaluing the roads, drainage and footpaths classes of infrastructure assets. This resulted in a net revaluation increment of \$101 million. However, the remaining classes of infrastructure (other land and parks, wharf, airports and other structures) remain un-valued. Finding FY 2020 : During our review of 2018 infrastructure valuations, it was noted that the assets were revalued by management. Management worked from the 2015 3rd party valuation to form their 2018 valuation. Management was unable to provide supporting documentation for some of the inputs to the 2018 valuation of these items.	Failure to maintain adequate documentation for valuations increases the risk for the valuation to be materially misstated.	We recommend that the Shire revalue the remaining infrastructure classes in the 2021-22 financial year.	The classes of infrastructure of land buildings, other structures, parks, wharves & aerodrome assets were valued by independent valuers as at 31 December 2021 and will be processed in the 2021-22 financial year.	Remaining infrastructure classes of assets were revalued as at 30 June 2021 and form part of the audited 2021 Annual Financial Statements.

<p>7 Matters outstanding from prior audits: Fixed asset management policy</p>	<p>✓</p>			<p>Findings FY 2020 & 2021 : During the current year audit the Shire advised that a formal policy and associated procedures for fixed asset management are still being developed to help ensure the existence and safeguarding of fixed assets.</p> <p>Finding FY 2019 : During our risk assessment procedures over the fixed assets transaction cycle, we noted that there is no formal policy to help ensure the existence of fixed assets, such as physical asset tagging and regular stock takes.</p>	<p>Failure to have a formal policy and associated procedures for fixed asset management could result in:</p> <p>a. Errors and omissions remaining undetected;</p> <p>b. Incorrect depreciation expense; and</p> <p>c. Undetected theft or misplacement.</p> <p>These matters could in turn lead to misstatements in the Shire's financial reporting. There is a further risk of non-compliance with Regulation 5(2)(a) of the Local Government (Financial Management) Regulations 1996 which requires the Chief Executive Officer to ensure that the resources of the local government are effectively and efficiently managed.</p>	<p>The Shire should develop, document and implement policies and procedures for fixed asset management.</p>	<p>In accordance with the requirements to ensure the proper management of assets under Financial Management Regulation 5.1 and 5.2 the CEO intends to review current procedures and where considered necessary develop documented procedures for the safeguarding of the Shire's fixed assets utilising a risk based approach. As this is a regulatory requirement on the CEO rather than a Policy decision of Council the Shire currently sees no benefit in formation of Council Policy in regards to control of fixed assets.</p> <p>Depreciation expenses and remaining useful life of assets is required to be assessed annually under AASB 116 and as such is not viewed as a Policy decision of Council beyond the adoption of broad asset useful lives when adopting the Annual Statutory budget.</p>	<p><i>As per Financial Management Regulation 5.1 and 5.2. Management continues to develop procedures for all areas of finance. Including policies and procedures for fixed asset management.</i></p>
<p>8 Matters outstanding from prior audits: Asset capitalisation policy</p>	<p>✓</p>			<p>Findings FY 2021 : During the current year audit the Shire advised that a formal policy and associated procedures for Asset capitalisation policy is still being developed.</p> <p>Finding FY 2020 : Management have advised that the Asset capitalisation policy is currently in review where management plan to implement the policy by the end of FY2020. However, there could be potential delays due to the lack of an asset manager at the Shire.</p> <p>Finding FY 2019 : During our risk assessment procedures over the fixed assets transaction cycle, it was noted that the Shire does not have a formal policy for the capitalisation of assets with extended useful lives.</p>	<p>Failure to design and implement a formal policy for the capitalisation of assets with extended useful lives increases the risk of:</p> <p>a. Errors and omissions remaining undetected;</p> <p>b. Incorrect depreciation expense; and</p> <p>c. Undetected theft or misplacement.</p>	<p>The Shire should develop, document and implement a formal asset capitalisation policy to help control, record and depreciate assets with extended useful lives.</p>	<p>Management is of the view that operating control procedures should be developed that determine the capitalisation of assets on a case-by-case basis taking into account extended useful lives.</p> <p>Management to make a determination whether to expense an item or capitalise item as an asset depending on the circumstances of the transaction, for example, taking into consideration asset aggregation and whether items should be placed on a Portable Items Register.</p>	<p><i>Shire is developing and documenting a formal asset capitalisation policy. Implementation of the policy will help control, record and depreciate assets with extended useful lives.</i></p>

Shire of Derby
Audit Findings

Ref	Finding	Significant	Moderate	Minor	Assessment	Implication	Recommendation	Management Comment	Follow-up comments
Final Audit Findings for the year ended 30/06/2021									
1	Financial Application - User Access Management	✓			<p>We identified the following issues relating to the user management of the SynergySoft financial application:</p> <ul style="list-style-type: none"> 6 out of 17 generic accounts were confirmed as not in use and were no longer required; 3 out of 96 terminated employee accounts were still active in the application. We acknowledged that two of these accounts were disabled in the network; 1 account with privileged access was active in the application but disabled in the network. <p>We confirmed that this account was no longer required and should have been disabled;</p> <ul style="list-style-type: none"> the segregation of duties (SoD) matrix has been created and updated in 2020, however, there is no process defined to periodically review the SoD matrix to ensure user role assignments and roles are appropriate. 	<ul style="list-style-type: none"> Without effective user access management processes in place, there is an increased risk of unauthorised access to the finance application. This could impact the confidentiality, integrity, and availability of the Shire's information. Without effective review of SoD controls, there is an increased risk of making unauthorised changes and approvals to application transactions. This could impact the integrity of the data in SynergySoft application and lead to unauthorised and fraudulent transactions 	<p>The Shire should:</p> <ul style="list-style-type: none"> (i) regularly review and monitor user access to the application to ensure it is still appropriate and needed. Appropriate records of these reviews should be retained, and accounts not needed should be removed or disabled. This should include unused generic accounts, and terminated employee accounts are removed appropriately; (ii) document and implement a segregation of duties review frequency. 	<p>The Shire has entered into a new contract with our current information and technology service provider – Managed IT. Part of the contractual agreement involves quarterly reviews of the Shire's information and technology capabilities, governance, and performance. Items (i) and (ii) above will be addressed in the quarterly reviews</p>	<p>During 2022/23 issue concerning User Access Management will be addressed at quarterly review with technology service provider - Managed IT. Managed IT will be onsite at SDWK week starting 5 December 2022 to resolve IT issues.</p>
2	IT Governance - Standards, Policies & Procedures		✓		<p>We identified that the Shire has no formal policies / procedures / guidelines / governance documents in place for the following key IT functional areas or processes:</p> <ul style="list-style-type: none"> Change Management Identity and Access Management <p>Further, we identified that the revision date and review frequency of the "Internet and Email usage" policy has not been established and noted that the policy was last reviewed in 2002.</p>	<p>There is a risk that out of date or missing Policies / Procedures / Guidelines / Governance documents may not be supporting the needs of the Shire and staff may not be fulfilling management expectations.</p>	<p>The Shire should:</p> <ul style="list-style-type: none"> (i) develop, document, review, approve and publish missing Policies / Procedures / Guidelines / Governance documents as required and ensure that these documents are appropriately governed; (ii) periodically review and update Policies / Procedures / Guidelines / Governance documents following any relevant internal or external changes. 	<p>The Shire has engaged the services of a dedicated Senior Governance Officer. Duties performed by the Senior Governance Officer will involve IT governance - standards, policies and procedures that are aligned to best practice governance.</p>	<p>Senior Governance Officer is currently reviewing IT governance - standards, policies and procedures that are aligned to best practice governance. Issue is being reviewed as part of Regulation 17 review.</p>
3	IT Governance and Strategy		✓		<p>Appropriate and defined IT governance structures and processes enable alignment with business strategies and help to efficiently manage/monitor outsourced IT systems.</p> <p>We identified that the Shire does not have an up to date or current IT strategic or operational plan which is aligned to the overall business strategy. The previous IT initiative was managed by the Shire's outsourced IT service provider (Managed IT) and progress was reported in 2019. However, evidence of further review or governance by the Shire on the services provided by Managed IT was not available to understand if this strategy has been updated to reflect the current and future state strategy of the Shire</p> <p>We acknowledge that the Shire is in the process of creating a roadmap for IT capability with third party service provider Managed IT.</p>	<p>Without appropriate and defined IT governance structures and processes the Shire may not be able to:</p> <ul style="list-style-type: none"> effectively align IT with business strategies, increasing the risk of sub-optimal achievement in relation to business plans and initiatives; efficiently manage, monitor and ensure effective outsourced IT systems requirements, functionality and availability. 	<p>The Shire should:</p> <ul style="list-style-type: none"> (i) develop an appropriate IT governance structure to govern and manage the strategic direction of IT with third party vendors; (ii) periodically review executive summary reports from Managed IT to ensure compliance with SLA. 	<p>The Shire's Senior Governance Officer will be involved with IT governance and strategy and the management of strategic direction of the Shire's IT service providers.</p> <p>The Shire has entered into a new contract with our current information and technology service provider – Managed IT. One condition of the contract is for Managed IT to comply with service level agreements. IT compliance will be part of regular reviews.</p>	<p>It compliance is being addressed as part of service level agreements with Managed-IT.</p>
4	Physical and environmental security management		✓		<p>During our audit, we identified the following issues in the physical and environmental security management of the Shire's datacentre / server room:</p> <ul style="list-style-type: none"> no documented process is in place to manage the datacentre / server room including physical access and environmental controls; no equipment is installed to monitor/humidity controls; the air conditioner in place is a split system that leaks water into a drip tray in the inside of the server room; the glass window in the server room has a metal security frame, however the window has security weaknesses as we noted that there were break ins through this window previously; access to the datacentre is not appropriately restricted and reviewed. We noted that five employees have access to the datacentre and three out of five are non-IT staff. Further, no logbook or CCTV is in place to track/record access to the datacentre we acknowledge that there is a CO2 fire extinguisher in place, however there were no fire/smoke detection devices installed within the datacentre 	<p>Without appropriate controls in place to manage the physical and environmental controls within the datacentre, there is an increased risk of inappropriate, unauthorised access and potential failure of critical hardware to support key infrastructure or systems. This could impact the confidentiality, integrity and availability of the Shire's systems and information.</p>	<p>The Shire should:</p> <ul style="list-style-type: none"> (i) develop, document, and implement datacentre management policies and procedures which contain appropriate physical and environmental controls management; (ii) investigate and implement appropriate physical security measures to protect the data centre against unauthorised access and damage; (iii) investigate and implement appropriate environmental measures to protect physical sites and the data centre against environmental threats and damage. 	<p>Since the Systems Audit review measures have been implemented to mitigate the issues physical and environmental security management. Access to the datacentre has been restricted. Faulty air conditioner in datacentre has been replaced. Shire staff are currently developing an Administration Building renovation plan and upgrade of security proposal for the Administration Building. These plans will work towards resolving the identified physical and environmental security management.</p>	<p>Proposed Administration Building renovation scheduled for 2022/23 will address identified physical and environmental security management issue.</p>

5 Business Continuity Management		✓	During our audit, we identified that the Shire does not have a business continuity or a disaster recovery plan.	Without an appropriate business continuity plan (BCP) or disaster recovery plan (DRP), the Shire may not be able to recover critical services in a timely manner, in line with business requirements. This could affect the Shire in providing key operations and business functions.	The Shire should develop, document, and endorse a BCP and DRP so they meet the Shire's recovery requirements. To help maintain the effectiveness of the BCP and DRP it should be regularly reviewed and appropriately tested to ensure key operations and business functions are recovered in accordance with the agreed recovery requirements.	Discussions concerning the Shire's development, documentation, and endorsement of a BCP and DRP have occurred between the Shire, Managed IT, and Local Government Insurance Scheme (LGIS).	<i>As part of 2022/23 Regulation 17 review the Shire has engaged the services of a specialist consultant to review and make recommendations on best practice Business Continuity Management.</i>						
6 Network Access Management		✓	During our audit, we identified the following issues with the management of user access within the Shire's network: <ul style="list-style-type: none"> • 20 out of 64 generic accounts were identified as not in use and were confirmed to be no longer required; • 2 out of 172 terminated employee accounts were still active in the network. We acknowledge that one of these accounts were for an employee rehired, however the account remained active for 2 months between the employee being terminated and rehired; • 1 out of 9 active privileged access accounts were identified as redundant and were no longer required; • no documented process is in place to perform user access reviews in the network. 	Without appropriate management of network user accounts, there is an increased risk that unauthorised or unintentional modifications of IT systems will occur. This could impact the confidentiality, integrity, and availability of information.	The Shire should develop, document, and implement access management policies / procedures including remote access that should include: <ul style="list-style-type: none"> o onboarding & offboarding of users, including privileged and generic accounts; o privileged and generic account management; o performing periodic user access reviews; o deactivate inactive/dormant account. 	The Shire has commenced developing procedures concerning onboarding & offboarding of users. The appointment of a dedicated Senior Governance Officer will resolve the remaining network access management issues.	<i>The Shire's IT service provider (Managed IT) in collaboration with Senior Governance Officer is developing access management procedures.</i>						
7 Risk Management		✓	While the Shire has defined a risk management policy, it was found to be missing key risk components (i.e. risk criteria etc.). Further the Shire's risk register has not been developed and we could not ascertain if IT risks were reviewed, mitigated, and documented in the audit period.	Without effective risk management policies and processes in place, there is an increased risk that the Shire will not be able to identify and address key risks affecting the IT environment.	The Shire should: <ul style="list-style-type: none"> (i) review and update the Shire's risk management policy to ensure it contains the following key aspects: <ul style="list-style-type: none"> • Risk assessment criteria • Risk appetite and tolerance • Improvement and mitigation strategies • Risk management processes. (ii) develop and document a risk register 	Shire management will review and update the Shire's risk management policy as per above Recommendation. Additionally, the Shire will develop and document a risk register.	<i>As part of the Regulation 17 review Risk Management and associated policies will be reviewed. Senior Governance Officer has developed a Risk Register.</i>						
8 Network Security Management		✓	During our audit, we identified that there was no documented process in place to perform vulnerability assessments and security (i.e. penetration) testing. However, we acknowledge that Managed IT performs vulnerability assessments on the Shire's network periodically.	Without effective security management policies, processes and procedures in place, there is an increased risk that the Shire will not be able to maintain an effective and secure cyber security posture. This could lead to potential cyber breaches, downtime, loss or exposure of critical systems or information.	The Shire should develop, document, and implement a formal vulnerability and security penetration testing policy / procedure. This document should contain the requirements for periodic vulnerability scanning and penetration testing requirements to be performed.	The Shire will develop, document, and implement a formal vulnerability and security penetration testing policy / procedure that is in accordance to the Recommendation above.	<i>As part of the Regulation 17 review part of the Risk Management agenda is IT management and cyber security. External consultant will provide recommendations on how to address network security management issues. Managed IT is providing support with network security management.</i>						
9 Password Management		✓	We identified that the Shire does not have a formal password policy in place to enforce strong password settings within the IT environment. We further noted that password parameters configured in network does not align with industry better practice. Refer table below: <table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">Password parameter</td> <td style="width: 33%;">Industry best practice</td> <td style="width: 33%;">Shire's password configuration</td> </tr> <tr> <td>Password History</td> <td>Minimum 6 passwords</td> <td>5 passwords</td> </tr> </table>	Password parameter	Industry best practice	Shire's password configuration	Password History	Minimum 6 passwords	5 passwords	Without adequate password management, there is an increased risk of unauthorised access or compromise to the network security. The network may become susceptible to potential security breaches such as brute force or social engineering attacks.	The Shire should: <ul style="list-style-type: none"> (i) Develop, document, and publish an appropriate password policy to govern password configuration and management (ii) Assess and configure appropriate password parameters within the network. 	The Shire will develop, document, and publish an appropriate password policy to govern password configuration and management. Additionally, the Shire will assess and configure appropriate password parameters within the network.	<i>Managed IT is providing support with network security management. Part of network security management involves password Management.</i>
Password parameter	Industry best practice	Shire's password configuration											
Password History	Minimum 6 passwords	5 passwords											

7.5 ENDORSEMENT OF THE ASSET MANAGEMENT PLANS AND LONG-TERM FINANCIAL PLAN**File Number: 4180****Author: Alan Thornton, Acting Director of Corporate Services****Responsible Officer: Amanda Dexter, Chief Executive Officer****Authority/Discretion: Legislative****SUMMARY**

As the Shire intends to undertake a significant review of its Corporate Business Plan 2019 - 2023 (CBP) this financial year, a review of Asset Management Plans (AMP's) and Long Term Financial Plan (LTFP) has been undertaken to ensure ongoing relevance and ensure that the plans continue to give appropriate operational guidance.

DISCLOSURE OF ANY INTEREST

Nil by Author and Responsible Officer.

BACKGROUND

The Corporate Business Plan is an internal business planning tool that translates the Council's priorities into operations given the resources available. The Shire is planning to undertake a major review of the Corporate Business Plan 2019-2023 during the 2022-2023 financial year. This CBP review will have considerable impact on the Shire's operations. Hence, the AMP's and LTFP have been reviewed and updated to ensure relevance and appropriate operational guidance is maintained.

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. The (AMP's) are prepared as core asset management plans in accordance with the International Infrastructure Management Manual, and the Department of Local Government Asset Management Framework and Guidelines.

The AMP's have been prepared primarily as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. Users of this plan should recognise the base level of asset management maturity at which the Shire is currently situated and the progressive nature of its journey toward higher levels of asset management.

The Shire of Derby/West Kimberley Long Term Financial Plan 2024 - 2038 has been reviewed as per Statutory Requirements. The LTFP incorporates the latest Asset Management Plans.

The documents are presented for the Committees endorsement and acceptance.

Asset management plans are in accordance with the provisions of the Western Australia State Government's Integrated Planning and Reporting Framework and associated guidelines and manuals. The AMP's have been prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting (LTFP).

The Long Term Financial Plan establishes key result areas, objectives, strategies to achieve them and measurable performance indicators to enable Council and the Community to review progress.

STATUTORY ENVIRONMENT

Section 5.56 (1) of the *Local Government Act 1995*, requires WA Local Governments to produce a ‘**Plan for the Future**’ of the district. A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district

The AMP’s and LTFP has been prepared with reference to the State Government’s Integrated Planning Framework enforced through section 5.56(1) of the Local Government Act 1995. In brief this requires local governments to develop a corporate business plan and linked resourcing strategies including asset management plans and long term financial plan.

POLICY IMPLICATIONS

Establish objectives for asset management and service delivery from assets.

FINANCIAL IMPLICATIONS

The Long Term Financial Plan is integrated with other strategic plans including Asset Management Plans and allows the Shire to assess not only its ability to fund the Corporate Business Plan but also ensure the Shire’s financial sustainability. The LTFP is based on the Shire’s current operational budgets and is underpinned by a number of key assumptions.

The Long Term Financial Plan currently covers the 15 year period 2024 – 2038 and will be updated on an annual basis to be used in the development of annual budgets.

STRATEGIC IMPLICATIONS

GOAL	OUR PRIORITIES	WE WILL
1. Leadership and Governance	1.2 Capable, inclusive and effective organisation	1.2.2 Provide strong governance

RISK MANAGEMENT CONSIDERATIONS

RISK	LIKELIHOOD	CONSEQUENCE	RISK ANALYSIS	MITIGATION
Legal & Compliance: Statutory requirement to adopt the Asset Management Plans and the Long Term Financial Plan.	Possible	Minor	Low	The Shire Administration and Moore (WA) in preparing the documents have ensured that thorough research and testing has been undertaken.
Financial: Consequences if the details in the document are incorrect	Possible	Moderate	Low	The Shire Administration and Moore (WA) in preparing the documents have ensured that thorough research and testing has been undertaken.
Financial: Consequences if the	Possible	Moderate	Low	The Shire Administration and Moore (WA) in preparing the documents

<p>details in the document are incorrect</p>			<p>have ensured that thorough research and testing has been undertaken.</p>
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CONSULTATION

The author has consulted with:

- Moore (WA), the Shire’s financial services provider;
- Westlake Services, the Shire’s external asset management provider; and
- Shire staff.

COMMENT

The Administration and Financial Teams have been developing the Long Term Financial Plan and associated informing documents over the last 12 months, the Shire has needed to have these formally endorsed by Council to meet its Statutory and Audit responsibilities.

Long term strategic planning is not a budgeting process but rather a continuous planning journey and at focusing attention on the organisation’s future financial capacity. Its purpose is to build an improved understanding of the timing of financial needs over the life of the plan and progress the organisation’s overall financial strategy.

The financial impact of other strategic planning activities is combined with established services commitments, to produce a financial plan that is part projection and part predictive.

Long term financial planning requires the establishment of numerous assumptions for each year of the plan, some global and some variable. These assumptions have varying impacts on the plan outcomes depending on the sensitivity of the dependent calculations. It is also important that assumptions used in the long term financial plan match with those assumptions used in other plans such as asset management plans.

It is the Administration and Financial teams’ intent to continue to mature these tool in collaboration with Council through detailed workshopping during the first two quarters of the 2023 Calendar year.

The integrated strategic planning that is required by legislation to be undertaken by local governments across Western Australia is very good, but complex and difficult to understand, and particularly for those whose primary strength is not financially based. Another way to look at these integrated planning documents is that:



1. The Asset Management Plans outline what assets you have and how you should look after them; and
2. The Long Term Financial Plan outlines what financial capacity you have to undertake required asset management.

The fact that we can balance our Long Term Financial Plan does not mean that “we have solved all of our problems”, as all it might be saying is that we have just “found a way to survive”. A good way to visualise this is a person on an aged pension with a big house. When they were working they had the funds to live comfortably and look after the house well, but once they stopped working they only had enough money to personally survive, so maintenance on the house was reduced to only undertake urgent and critical works.

VOTING REQUIREMENT

Simple majority

ATTACHMENTS

1. Draft Asset Management Plan - Buildings 2023-2042 Rev0 [↓](#) 
2. Draft Asset Management Plan - Land 2023-2042 Rev0 [↓](#) 
3. Draft Asset Management Plan - Roads 2023-2042 Rev0 [↓](#) 
4. Draft Asset Management Plan - Plant 2023-2042 Rev0 [↓](#) 
5. Draft Asset Management Plan - Other 2023-2042 Rev0 [↓](#) 
6. Draft Shire of Derby/West Kimberley Long Term Financial Plan 2024-2038 [↓](#) 

COMMITTEE RESOLUTION AC125/22

Moved: Cr Peter McCumstie

Seconded: Cr Keith Bedford

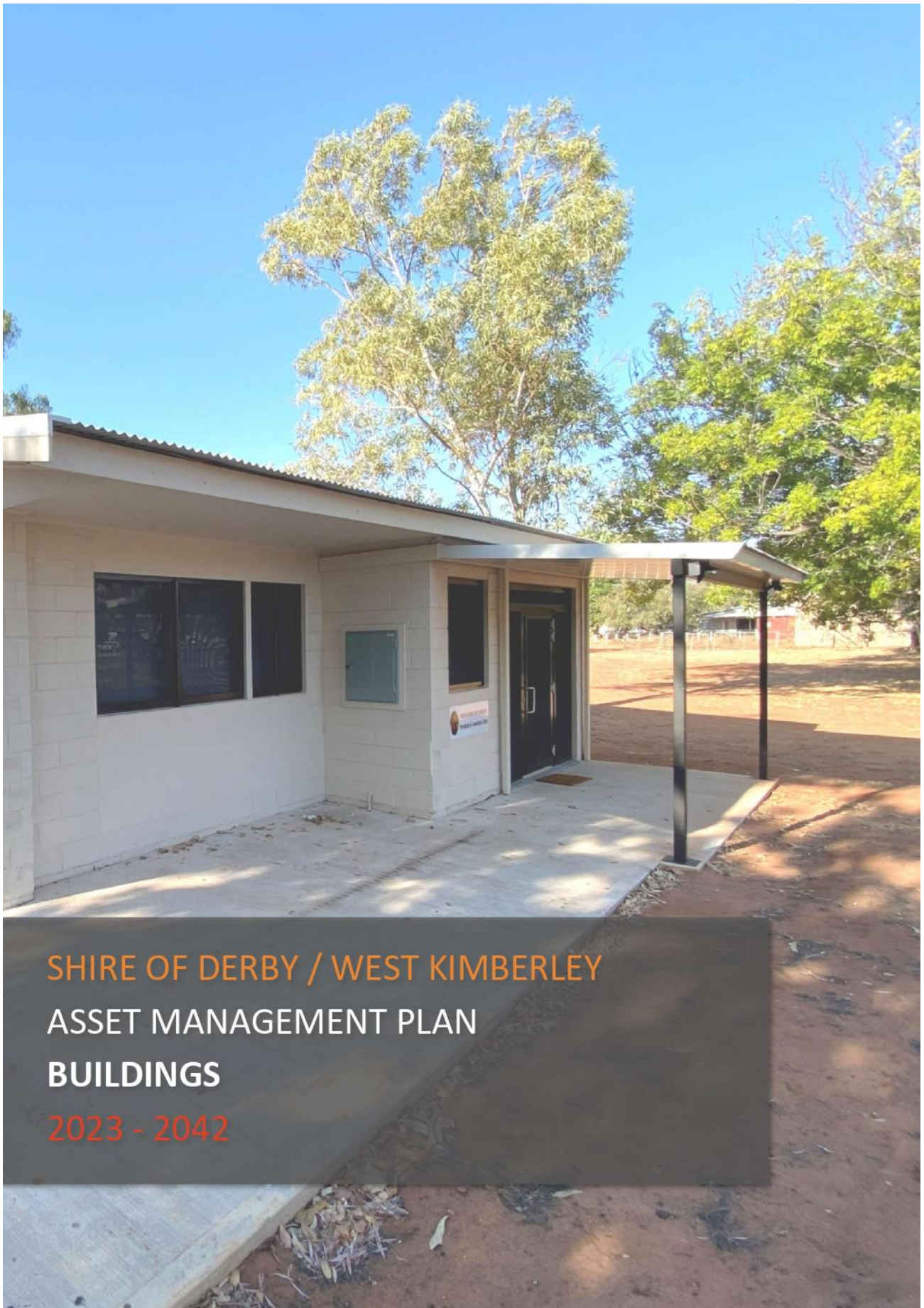
That the Audit Committee recommends that Council:

1. **Adopt the Asset Management Plans 2023-2042 and the Long Term Financial Plan 2024 to 2038.**

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0 BY ABSOLUTE MAJORITY



SHIRE OF DERBY / WEST KIMBERLEY
ASSET MANAGEMENT PLAN
BUILDINGS
2023 - 2042

Document Control		Asset Management Plan - Buildings			
Document ID :					
Rev No	Date	Revision Details	Author	Reviewer	Approver
A	17/11/2021	Issued for internal review	PJG	CNR	PJG
B	25/11/2021	Issued for client review	PJG	CNR	PJG
C	28/11/2022	Updated and re-issued for client review	PJG	CJS	PJG
0	29/11/2022	Issued for use	PJG	CJS	PJG

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan.....	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan.....	6
1.6	Financial Summary.....	6
1.7	Asset Management Planning Practices	7
1.8	Monitoring and Improvement Program	8
2.0	INTRODUCTION	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	10
3.0	LEVELS OF SERVICE	13
3.1	Customer Research and Expectations	13
3.2	Strategic and Corporate Goals.....	13
3.3	Legislative Requirements	13
3.4	Customer Values.....	14
3.5	Customer Levels of Service.....	14
3.6	Technical Levels of Service.....	15
4.0	FUTURE DEMAND	17
4.1	Demand Drivers	17
4.2	Demand Forecasts	17
4.3	Demand Impact and Demand Management Plan	17
4.4	Asset Programs to meet Demand	17
4.5	Climate Change Adaptation.....	18
5.0	LIFECYCLE MANAGEMENT PLAN	19
5.1	Background Data	19
5.2	Operations and Maintenance Plan	21
5.3	Renewal Plan	22
5.4	Summary of future renewal costs.....	23
5.5	Acquisition Plan	24
5.6	Disposal Plan.....	25
6.0	RISK MANAGEMENT PLANNING	26

6.1	Critical Assets	26
6.2	Risk Assessment.....	26
6.3	Infrastructure Resilience Approach	27
6.4	Service and Risk Trade-Offs	28
7.0	FINANCIAL SUMMARY	29
7.1	Financial Sustainability and Projections	29
7.2	Funding Strategy.....	30
7.3	Valuation Forecasts	30
7.4	Key Assumptions Made in Financial Forecasts	30
7.5	Forecast Reliability and Confidence.....	30
8.0	PLAN IMPROVEMENT AND MONITORING	33
8.1	Status of Asset Management Practices	33
8.2	Improvement Plan	33
8.3	Monitoring and Review Procedures	34
8.4	Performance Measures	34
9.0	REFERENCES	35
10.0	APPENDICES	36
10.1	Appendix A - Acquisition Forecast	36
10.2	Appendix B - Operation Forecast.....	37
10.3	Appendix C - Maintenance Forecast	39
10.4	Appendix D - Renewal Forecast Summary.....	41
10.5	Appendix E - Disposal Summary	43
10.6	Appendix F - Budget Summary by Lifecycle Activity.....	44
10.7	Appendix G - Assets covered by this plan	45

This report has been prepared for and may only be used by the Shire of Derby / West Kimberley ("Shire") for its agreed intended purpose. The information presented within this report is primarily based on the information provided by the Shire. Westlake Services excludes any warranties, explicit or implied, to the extent permissible by law. This information is assumed to be accurate, and has not been independently checked or verified by Westlake Services. Westlake Services disclaims any liability arising from this or any other assumption(s) made being incorrect, and further disclaims any responsibility or liability arising from or in connection to this document to the maximum extent permitted by law.

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about Building 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 be provided over a 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan is prepared as an initial 'core' asset management plan in accordance with the International Infrastructure Management Manual, and the Department of Local Government Asset Management Framework and Guidelines. It has been prepared primarily as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this version.

Users of this plan should recognise the base level of asset management maturity at which the Shire is currently situated and the progressive nature of its journey toward higher levels of asset management.

1.2 Asset Description

This plan covers the Building infrastructure assets that consist of residential, commercial and public facilities.

The Buildings asset class comprises:

Asset Description	CRC (Current Replacement Cost)	Number of Recorded Assets	Average Value per Recorded Asset
2.1 Housing	\$15,575,588	21	\$741,695
2.2 Offices	\$4,300,668	6	\$716,778
2.3 Toilets	\$4,814,386	15	\$320,959
2.4 Public Facilities	\$33,138,879	27	\$1,227,366
2.5 Sheds	\$6,203,637	22	\$281,983
Other	\$3,043,735	1	\$3,043,735
Buildings Total	\$67,076,892	92	\$729,097

1.3 Levels of Service

If expenditure in future years is similar to now, the budget allocation will be sufficient to continue providing existing services at current levels for the planning period.

If expenditure in future years is lower than the FY23 budget, there may not be sufficient funding to complete the required asset management activities. The main service consequences of this situation include:

- Operation and Maintenance funding not sufficient to maintain all assets to current service levels
- Renewal funding not sufficient to renew all assets when they reach the end of their useful life, and there are significant overdue renewals
- No funding available for future acquisitions or disposals

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population
- Economy size and composition
- Climate

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan include operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. This iteration of the plan does not link directly to a Long Term Financial Plan, and is compared only to an extrapolation of the FY23 budget figures provided by the Shire.

The forecast 20 year outlay for Buildings is estimated as \$68,036,735; or \$3,401,837 on average per year.

1.6 Financial Summary

1.6.1 What we will do

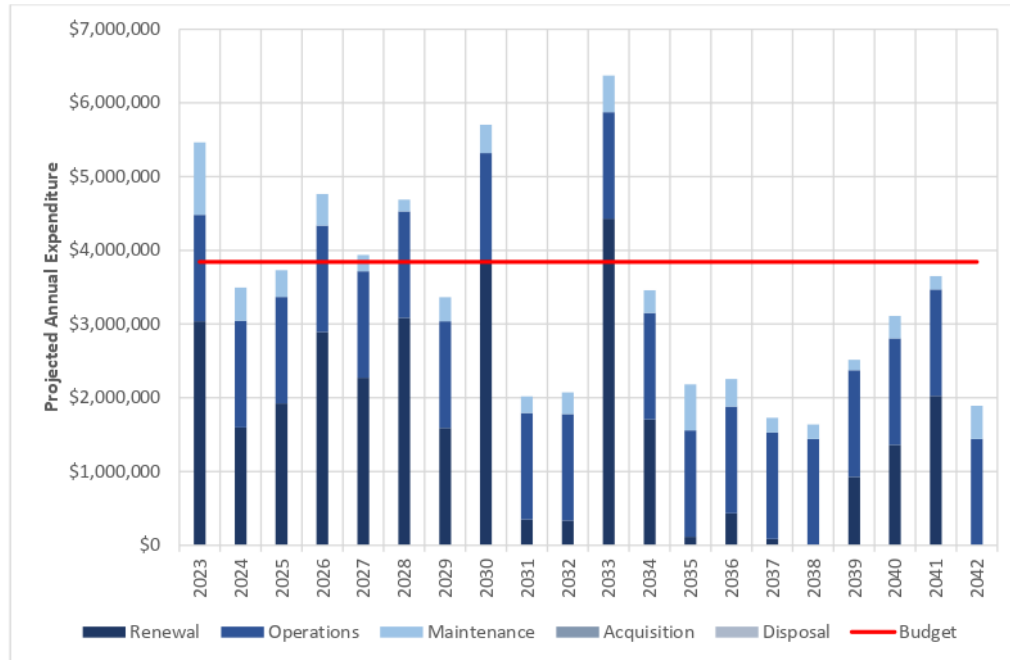
Estimated available funding for Buildings based on the current annual budget is \$3,843,217 per year. If this level of funding continues for the 20 year period, the total 20 year budget would be \$76,864,335.

This is 113% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Buildings leaves a surplus of \$441,380 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with extrapolation of the FY23 budget. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets (Figure values are in current dollars.)



Based on the extrapolated FY23 budget, the Shire can provide services for the following:

- Operation, maintenance, and renewal to a level similar to the present annual budget
- Most major renewals and acquisitions within the 20 year planning period.

1.6.2 What we cannot do

If expenditure in future years is similar to now, the budget allocation will be sufficient to continue providing existing services at current levels for the planning period. It should be noted that this asset management plan does not allow for any acquisitions, and does not link directly to the long term financial plan.

1.6.3 Managing the Risks

The FY23 budget appears sufficient to manage risks in the medium term.

The main risk consequences of insufficient funding include:

- Frequent service interruptions and high ongoing costs due to reactive and unplanned nature of the majority of Property maintenance
- Public liability incident attributable to sub-standard property condition or property layout
- Health and safety incident while work is being conducted on assets causing fatality or serious injury

The Shire should endeavour to manage these risks within available funding by:

- Implementing and optimising a planned preventative maintenance program
- Developing and implementing a procedure for regular inspections and hazard mitigation

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- The asset data contained in the Synergy Asset Register and LGIS Insurance Schedules is largely correct and current. This data has been reviewed by Shire Administration, and while there are minor discrepancies, it appears mostly accurate.
- Renewal timings have been primarily calculated based on the WA Local Government Accounting Manual (WALGAM) Section 09 – Asset Accounting. Where the Manual did not provide relevant information for certain assets, peer reviewed professional judgement of Shire Administration has been used.
- Renewal costs were primarily based on 2021 valuation data from APV, which was assumed to be correct and current.
- Operations and Maintenance costs are primarily based on input from the Shire's Asset Coordinator; however, these are likely to increase given the age of the asset base.
- This plan has been produced as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this iteration.

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

In general, the available data was not sufficient to use the asset register method when forecasting renewals. As such, annual average renewal amounts were calculated using WALGAM guidelines, and outstanding renewals

were calculated by analysing the asset consumption ratios, and professional judgement of the Shire Administration.

This AM Plan is based on a low to medium level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Review F2 Asset Management Policy and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.
- Prepare a comprehensive AM Strategy detailing:
 - how the Shire will achieve its AM objectives and targets set out in the Policy
 - a prioritised list of advanced AM plans to be developed
- Allocate sufficient resources as detailed in the AM Strategy to meet the Policy objectives
- Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.
- Update valuation, condition, and replacement cost across all assets (combine this with Finance's regular valuation work).
- Complete a level of service review across all asset types to determine community expectation and priority of asset improvement.
- Prepare advanced AM plans as directed by the AM Strategy.
- Compare required funding in AM plans to available funding from LTFP and iterate if required.
- After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.
- Develop AM induction package for all new staff and elected officials.
- Evaluate AM program annually in accordance with the SCP, and report AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio.

2.0 INTRODUCTION

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Shire of Derby / West Kimberley planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Strategic Community Plan 2021 - 2031
- Long Term Financial Plan (LTFP) (draft)
- Corporate Business Plan (draft)

Asset management is not currently performed to an acceptable standard by the Shire. The Improvement Plan in Section 8.2 sets out a pathway to align the Shire with best practice asset management standards.

The assets covered by this AM Plan include:

- Housing
- Offices
- Public Facilities
- Sheds
- Other (Miscellaneous Buildings)

For a listing of all assets covered by this AM Plan refer to Appendix G.

These assets are used to provide services to Shire staff, community groups, businesses, tourists, government organisations and the wider community.

The assets included in this plan have an estimated total replacement value of \$67,076,892.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Council	<ul style="list-style-type: none"> ▪ Represent needs of community/shareholders ▪ Allocate resources to meet planning objectives in providing services while managing risks ▪ Ensure service is sustainable
Executive	<ul style="list-style-type: none"> ▪ Endorse development and maintenance of AM plans ▪ Set priorities for AM development ▪ Implement annual reviews of AM plans and reporting of AM KPIs ▪ Ensure corporate knowledge and continuity of planning is maintained
Asset Manager	<ul style="list-style-type: none"> ▪ Develop AM plans as directed by Executive ▪ Analyse and process data provided by the Shire ▪ Communicate shortfalls and risks to Council and Executive
Asset Co-ordinator	<ul style="list-style-type: none"> ▪ Provide information to Asset Manager to assist with the AM process

The organisational structure for service delivery from Building assets will be included in future iterations of this plan.

2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing, and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,

- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

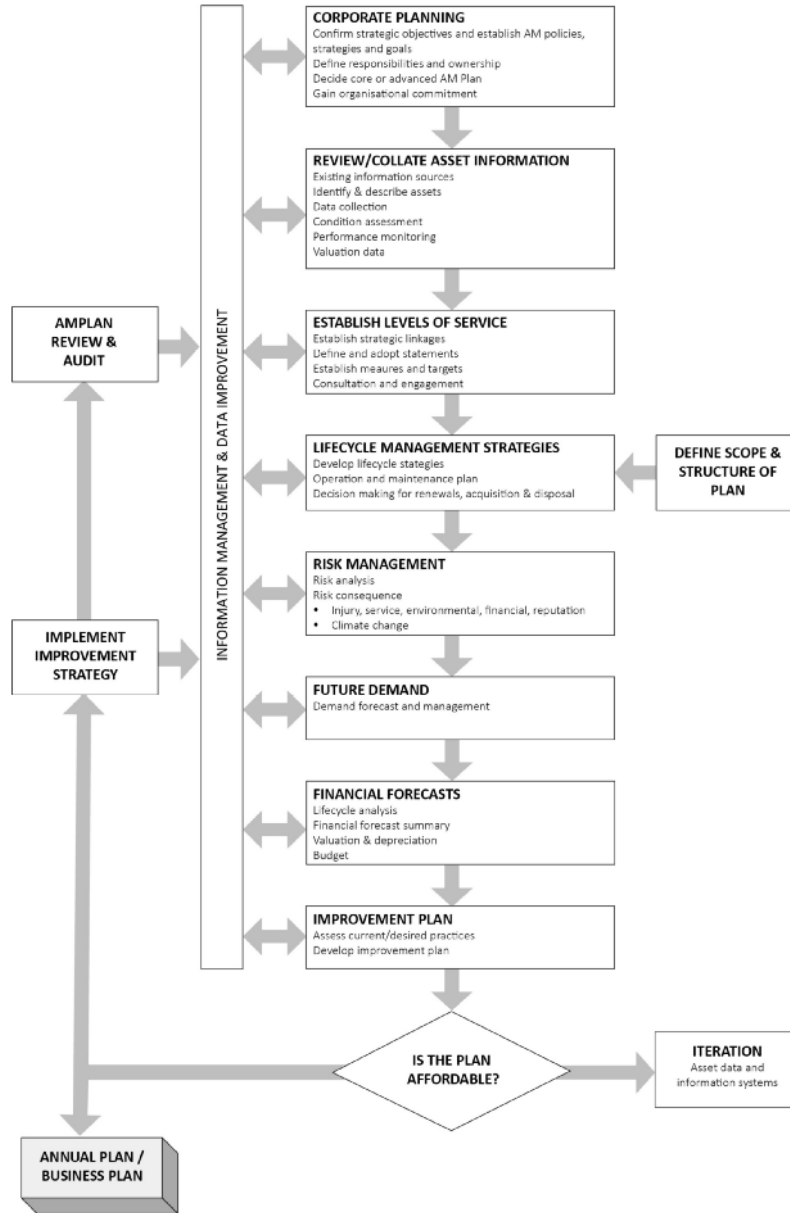
- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13

² ISO 55000 Overview, principles and terminology

A road map for preparing an AM Plan is shown below.

Road Map for preparing an Asset Management Plan
 Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by Council. Future iterations of the AM plan will incorporate customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Shire of Derby / West Kimberley vision, mission, goals, and objectives. The Strategic Community Plan for 2021-2031 outlines the intended direction of the Shire, and is available [here](#).

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Selected legislative requirements that impact the delivery of the service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1995 and associated regulations	Sets out the role, purpose, responsibilities and the powers of local governments including the preparation of Strategic Community Plans and Corporate Business Plans informed by Long Term Financial Plans and Asset Management Plans.
Building Code of Australia: Building Act 2011 Building Regulations 2012	The goal of the Building Code is to enable the achievement of nationally consistent, minimum necessary standards of relevant, health, safety (including structural safety and safety from fire), amenity and sustainability objectives efficiently.
Disabilities Discrimination Act 1992	Provides protection against discrimination based on disability, in this case in connection with access to and within buildings.
Planning and Development Act 2005	Provides for an efficient and effective land use planning system in the State and promotes the sustainable use and development of land.
Heritage Act 2004	Provides for and encourages the conservation of heritage places.
Health Act 1911	Regulations of activities and the provision of services relating to public health.
Work Health and Safety Act 2020	An Act: <ul style="list-style-type: none"> • to make provision about, and in connection with: • the health and safety of workers; and • health and safety at workplaces; and • risks to health and safety arising from work
State Records Act 2000	Creation, storage and archiving of records and documents.
Environmental Protection Act 1986	Sets out requirements in respect to environmental protection.
Aboriginal Cultural Heritage Act 1992	Provides a modern framework for the recognition, protection, conservation and preservation of Aboriginal cultural heritage while recognising the fundamental importance of Aboriginal cultural heritage to Aboriginal people.
Native Title Act 1993	Law governing Native Title issues.
Public Health Act 2016	Regulations of activities and the provision of services relating to public health.

3.4 Customer Values

Service levels are defined in three ways:

- customer values,
- customer levels of service, and
- technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided, and
- the likely trend over time based on the current budget provision.

Customer values and levels of service are currently based on professional judgement of Shire Administration. Future iterations will allow for consultation with customers to provide more meaningful information about customer expectations of Shire controlled assets.

Table 3.4: Customer Values

Service Objective: Safe, functional assets which are fit-for-purpose			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Personal safety when using Shire assets	Customer surveys and feedback	Not accurately recorded	Anticipated to decrease due to a lack of required funding
High availability of Shire assets	Customer surveys and feedback	Not accurately recorded	Anticipated to decrease due to a lack of required funding
Fit-for-purpose assets which suit the needs of the customer	Customer surveys and feedback	Not accurately recorded	Not clear based on current information

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

- Condition** How good is the service ... what is the condition or quality of the service?
- Function** Is it suitable for its intended purpose Is it the right service?
- Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Assets in good working condition, and renewal conducted at end of useful life	Regular inspections and customer satisfaction surveys	Not met – significant portion of assets are nearing the end of their useful life and are no longer in good working condition.	Condition is likely to remain stable over the planning period if FY23 funding levels continue
	Confidence levels		Medium Professional judgement supported by data sampling.	Low Professional Judgement with no data evidence
Function	Assets suitable for intended use	Regular inspections and customer satisfaction surveys	Accurate data not available, however most assets appear to be suitable for their intended purpose.	No change in function is planned, so expected to remain constant
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence
Capacity	Suitable number of assets to provide the required service	Regular inspections and customer satisfaction surveys	Accurate data not available	Accurate data not available
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence

3.6 Technical Levels of Service

Technical Levels of Service relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. cleaning, mowing grass, utilities, etc.)
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),

- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current 20 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan. As this is a Core AM Plan, the current and recommended performance are yet to be determined.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Provide sufficient assets to meet community demand	% of community demand met by current asset base	TBC in future iterations	100%
		Budget	\$0 (FY23)	TBC in future iterations
Operation	Ensure continual operation and availability of assets	% of downtime across asset classes due to operational issues	TBC in future iterations	< 2% of desired operation window (TBC)
		Budget	\$1,858,716 (FY23)	\$1,443,896
Maintenance	Ensure assets are in good, usable condition	% of downtime across asset classes due to maintenance issues	TBC in future iterations	< 2% of desired operation window (TBC)
		Budget	\$1,048,800 (FY23)	\$355,000
Renewal	Renewal of assets at end of useful life	% of assets by value which have exceeded the useful life	TBC in future iterations	0%
		FY23 Budget	\$935,700 (FY23)	\$1,602,941
Disposal	Disposal of non-renewed assets and end of useful life	Number of outstanding assets scheduled for disposal	TBC in future iterations	TBC in future iterations
		FY23 Budget	\$0 (FY23)	TBC in future iterations

Note: * Current activities related to Planned Budget.

** Recommended performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

³ IPWEA, 2015, IIMM, p 2|28.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets require further investigation, however preliminary information is shown below.

4.3 Demand Impact and Demand Management Plan

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

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

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	7,730 ⁴	9,175 by 2031 ⁵	Increased population will increase demand for services	To be confirmed by Shire
Economy size and composition	To be confirmed	To be confirmed	To be confirmed	To be confirmed by Shire
Climate	To be confirmed	To be confirmed	To be confirmed	To be confirmed by Shire

4.4 Asset Programs to meet Demand

New assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Shire to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

⁴ SDWK SCP 2021-2031

⁵ Department of Planning, WA Tomorrow, Population Report No. 11 (50th percentile projection)

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.⁶ As a minimum we should consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm intensity and frequency	Increase	Likelihood of storm damage is increased	Conduct inspections before the wet season to ensure customers and assets are prepared
Quantity and severity of rainfall	Increase	Likelihood of flooding is increased	Ensure existing drainage is effective
Average and maximum temperatures	Increase	Assets will be more reliant on effective cooling methods	Ensure key community assets (e.g. Civic Centre) are effectively air-conditioned

Additionally, the way in which we construct new assets should recognise that there is an opportunity to build in resilience to the impact of climate change. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
Storm damage	Increased potential damage to assets	Ensure all renewals are compliant with the Building Code and associated regulations
Flooding	Increased potential damage to assets	Ensure renewals include effective drainage methods
Higher temperatures	Increased Cooling Requirement for assets	Ensure renewals allow for good design, insulation, and air-conditioning

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future iterations of this AM Plan.

⁶ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Shire plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in “Appendix G - Assets covered by this plan”.

Asset data for this plan was extracted from several data sources including Synergy, the Shire’s Asset Coordinator, and recent valuation data. The confidence assessment for this data is shown in Section 7.5. Future iterations of this plan will incorporate more accurate data sources to enable more detailed analysis.

It is evident from high level analysis and asset sustainability calculations that a significant portion of the Shire’s Building assets have reached the end of their useful life and require renewal.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there are insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Buildings (generally)	Many assets are nearing or have reached the end of their useful life and require renewal, however the Shire does not have adequate reserve funding available for renewal.
Buildings (generally)	A significant portion of buildings do not meet current design guidelines relating to accessibility and appropriate signage.
Staff Housing	Availability and quality of housing available for Shire employees may not be sufficient to attract and maintain a high quality workforce.

The above service deficiencies were identified from the Shire’s Asset Coordinator, previous visual inspections and existing asset data.

5.1.3 Asset condition

Condition was previously monitored on an ad hoc basis, either through customer maintenance requests or Shire inspections. The Shire is moving towards a more pre-emptive approach to asset condition, which feeds into the asset management planning process.

For this iteration of the plan, condition data was provided by the Shire’s Asset Coordinator. This data is a combination of physical inspections and desktop analysis.

Condition is measured using a 1 – 5 grading system⁷ as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

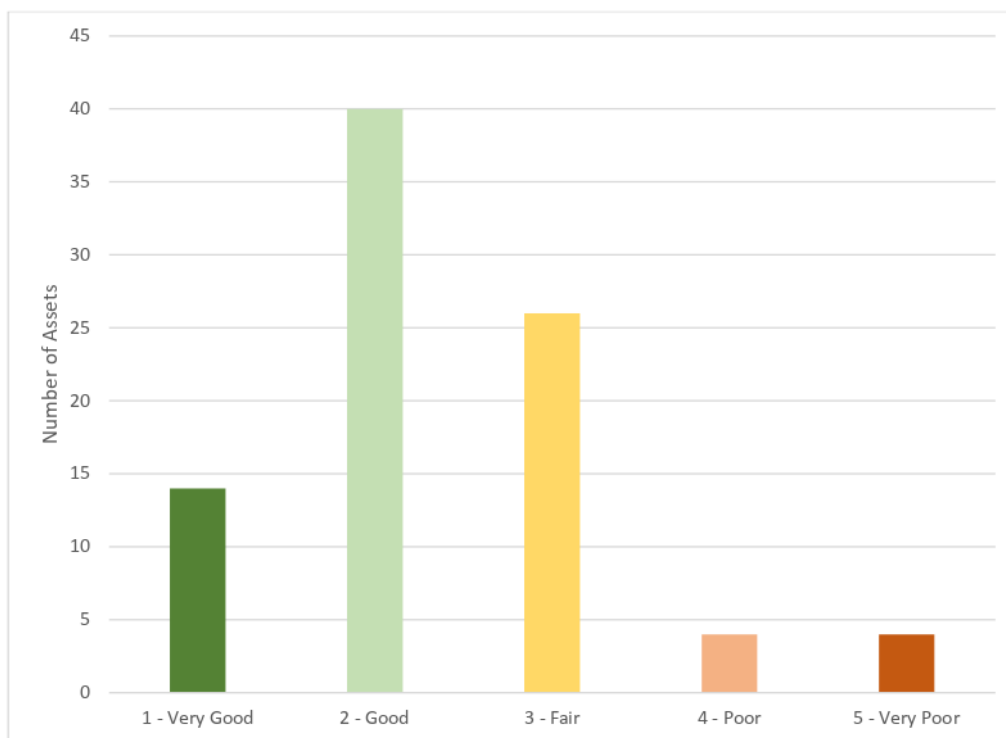
⁷ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of Building assets is shown in Figure 5.1.3.

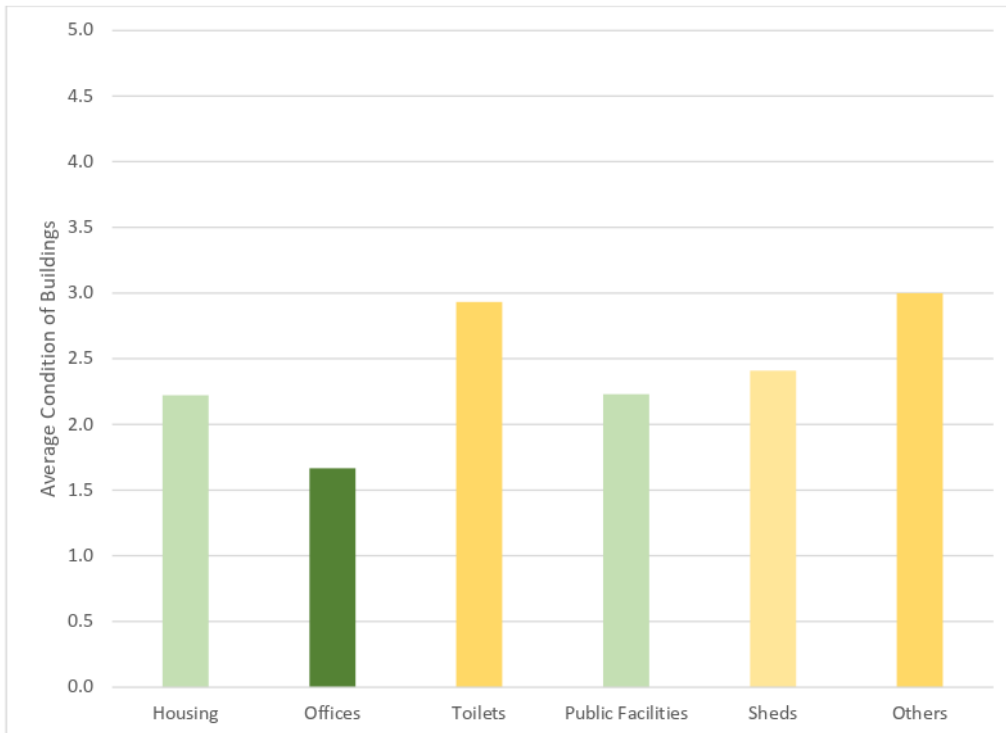
Figure 5.1.3: Asset Condition Profile



The majority of the Shire’s assets were self-assessed as being in either ‘Good’ or ‘Fair’ condition. This means the majority of the buildings require increasing or significant maintenance in order to maintain effective service levels.

The distribution of condition rating across asset sub-types is shown in Figure 5.1.4.

Figure 5.1.4: Asset Condition Profile by Category



Offices, Housing and Public Facilities were assessed as having an average condition rating of less than 2.2.

Toilets, Sheds and Other Assets were assessed as having an average condition rating of more than 2.4.

This does not necessarily mean the Shire should focus efforts on improving the condition of these lesser rated assets. Instead, Council and Executive will need to assess the desired condition and level of service from each category and adapt expenditure accordingly.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, insurance, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include painting, AC replacement and equipment repairs.

The trend in O&M budgets are shown in Table 5.2.1.

Table 5.2.1: O&M Budget Trends

Year	O&M Budget \$
FY21	\$1,734,142
FY22	\$2,104,271

FY23	\$2,907,517
Future years	To be confirmed by the Shire

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

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

5.2.1 Asset hierarchy

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

The service hierarchy is shown in Table 5.2.2.

Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Not yet determined	Will be developed for future iterations of the AM Plan

5.2.2 Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease.

Budget figures for 2021 have been assumed to remain constant into the future, however this may not be sufficient to provide an adequate level of service. A detailed analysis of existing operation and maintenance allocations is required to verify whether that is adequate.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts is based on Section 9 – Asset Accounting of the WA Local Government Accounting Manual, shown in Appendix G.

The estimates for renewals in this AM Plan were based on the asset register method, average network renewals and Shire judgement.

5.3.1 Renewal ranking criteria

- Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁸

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
 - Have high use and subsequent impact on users would be significant,
 - Have higher than expected operational or maintenance costs, and
 - Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁹
- The ranking criteria used to determine priority of identified renewal will be developed in future iterations of this plan.

5.4 Summary of future renewal costs

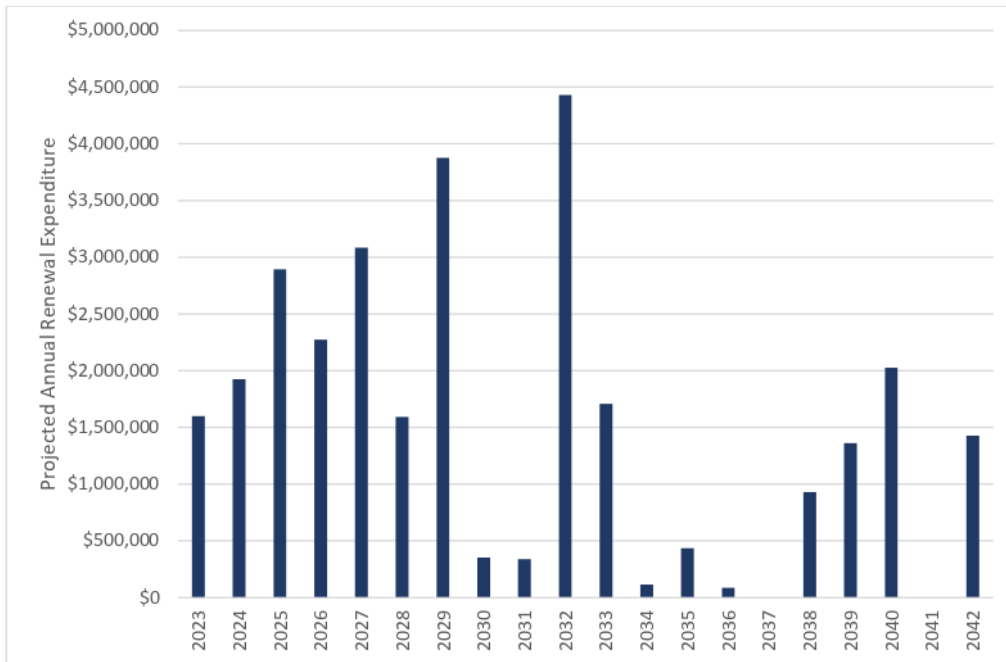
The forecast costs associated with renewals are shown in Figure 5.4.1.

A detailed summary of the forecast renewal costs is shown in Appendix D.

⁸ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁹ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The previous iteration of this plan showed a significant ‘spike’ in renewal expenditure for the first year of the plan. This was the result of several existing assets already exceeding their useful life.

In this iteration of the plan, renewals have been distributed more evenly over the lifecycle planning period to better reflect potential for funding. Timing of specific renewals and the budget source for these will be discussed as the Shire progresses to detailed AM plans.

5.5 Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Shire.

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Shire’s needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

The priority ranking criteria will be developed in future iterations of this plan.

5.5.2 Summary of future asset acquisition costs

Acquisitions and related costs have not been sufficiently determined in this iteration of the plan. Forecast acquisition asset costs will be included in future iterations.

When an entity commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability.

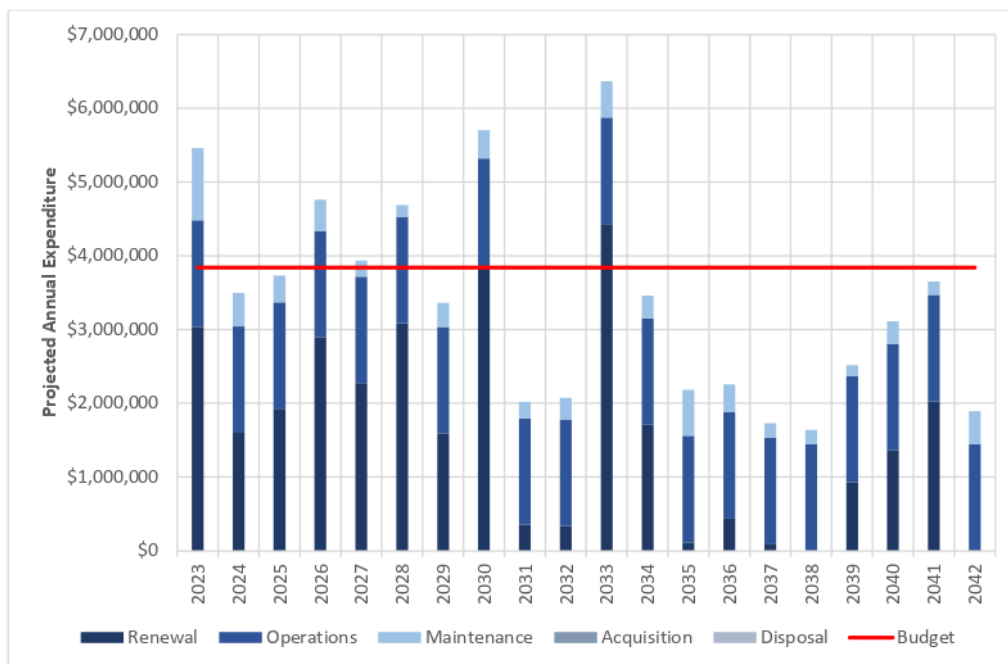
Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

5.5.3 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the current estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

The planned budget is not sufficient to renew all existing assets that are already in poor condition, or acquire new assets. If future budgets are not sufficient, there will be a decrease in the levels of service being provided and that risks will increase.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal have not yet been determined.

6.0 RISK MANAGEMENT PLANNING

The purpose of asset risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from assets, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’¹⁰.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Critical assets are yet to be identified by the Shire, and this will be addressed in future iterations of this plan.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Not yet identified	N/A	N/A

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

¹⁰ ISO 31000:2009, p 2

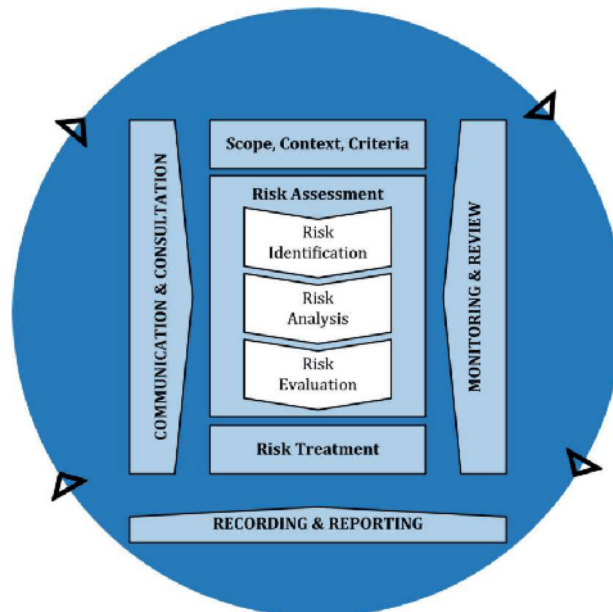


Fig 6.2 Risk Management Process – Abridged
 Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Not yet identified	N/A	N/A	N/A	N/A	N/A

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

6.3 Infrastructure Resilience Approach

The resilience of critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions the Shire needs to understand its capacity to ‘withstand a given level of stress or demand’, and to respond to possible disruptions to ensure continuity of service.

The Shire does not currently measure resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

If expenditure in future years is similar to now, the budget allocation will be sufficient to continue providing existing services at current levels for the planning period. It should be noted that this asset management plan does not allow for any acquisitions, and does not link directly to the long term financial plan.

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Frequent service interruptions due to the nature of unplanned property maintenance
- Higher ongoing costs due to the reactive and unplanned nature of major property maintenance

6.4.3 Risk trade-off

Operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Public liability incidents attributable to sub-standard asset condition or design
- Health and safety incidents while work is being conducted on assets causing fatality or serious injury

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 20 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 20 years of the planning period).

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 20 years we expect to have 58% of the funds required for the optimal renewal of assets.

The forecast renewal works along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D. It should be noted that while renewal funding does not appear sufficient, the Shire may have allocated funding to maintenance job codes which would typically be considered renewal in an asset management context.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 20 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner. This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$3,923,088 on average per year.

The extrapolated budget for operations, maintenance and renewal funding is \$3,843,217 on average per year.

This leaves a 10 year funding shortfall of \$79,871 per year.

This indicates that 98% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Appendix F shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

The Shire will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

7.2 Funding Strategy

The proposed funding for assets is outlined in the Shire's budget and draft Long-Term financial plan.

The financial strategy determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

Valuation data provided by the Shire (completed by APV in 2021) was used in this plan. Future iterations of this plan will include further detail on asset valuation data.

7.3.2 Valuation forecast

Asset values will increase if additional assets are added, or decrease if assets are removed from service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- The asset data contained in the Synergy Asset Register and LGIS Insurance Schedules is largely correct and current. This data has been reviewed by Shire Administration, and while there are minor discrepancies, it appears mostly accurate.
- Renewal timings have been primarily calculated based on the WA Local Government Accounting Manual (WALGAM) Section 09 – Asset Accounting. Where the Manual did not provide relevant information for certain assets, peer reviewed professional judgement of Shire Administration has been used.
- Renewal costs were primarily based on 2021 valuation data from APV, which was assumed to be correct and current.
- Operations and Maintenance costs are primarily based on input from the Shire's Asset Coordinator; however, these are likely to increase given the age of the asset base.
- This plan has been produced as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this iteration.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a - E level scale¹¹ in accordance with Table 7.5.1.

¹¹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level and reliability of data used in this AM Plan is shown in Table 7.5.2.

The overall estimated confidence level for data used in this AM Plan is considered to be low to medium.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	D	Anecdotal evidence only. To be revised in future iterations.
Growth projections	D	Anecdotal evidence only. To be revised in future iterations.
Acquisition forecast	E	Insufficient information about customer requirements means acquisition requirements cannot be accurately forecast
Operation forecast	C	Based on input from the Shire's Asset Coordinator. To be revised in future iterations.
Maintenance forecast	C	Based on input from the Shire's Asset Coordinator. To be revised in future iterations.
Renewal forecast Asset values	C	Based mostly on third party valuations from 2021. To be revised in future iterations.
Asset useful lives	C	Based on WALGA accounting guidelines, but not adjusted for the SDWK regional requirements or Council guidance. To be revised in future iterations.
Condition modelling	C	Based on input from the Shire's Asset Coordinator. To be revised in future iterations.
Disposal forecast	D	Insufficient information about customer requirements means acquisition requirements cannot be accurately forecast

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹²

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is FY23 budget data, SDWK's Asset Register, WALGAM Useful Life guidelines, and third party valuations.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is SDWK's Policy, preceding AM documentation, and input from Shire Administration.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Review F2 Asset Management Policy and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.	Council and Executive	TBC	TBC
2	Prepare a comprehensive AM Strategy detailing: - how the Shire will achieve its AM objectives and targets set out in the Policy - prioritised list of AM plans to be developed	AM with input from Council and Executive	TBC	TBC
3	Allocate sufficient resources as detailed in the AM strategy to meet the Policy objectives	Council and Executive	TBC	TBC
4	Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.	AM, Finance	TBC	TBC
5	Update valuation, condition and replacement cost across all assets (combine this with Finance's regular valuation work)	Finance/AM	External asset valuer	TBC
6	Complete a level of service review across all asset types to determine community expectation and priority of asset improvement	AM with input from Council, Exec and Community	TBC	TBC
7	Prepare advanced AM plans as directed by the AM Strategy, including items not addressed in this iteration of the plan.	AM	TBC	TBC
8	Compare required funding in AM plans to available funding from LTFP, and iterate if required.	Finance & AM, with input from Council and Executive	TBC	TBC

¹² ISO 55000 Refers to this as the Asset Management System

9	After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.	AM with input from Council and Executive	TBC	TBC
10	Develop AM induction package for all new staff and elected officials.	AM	TBC	TBC
11	Evaluate AM program annually in accordance with the SCP, including reporting AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio	AM	TBC	TBC

8.3 Monitoring and Review Procedures

This AM Plan should be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan should be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget should be incorporated into the Long-Term Financial Plan once completed.

This AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the ‘global’ works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

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- SDWK, 2013, Property AM Plan

10.0 APPENDICES

10.1 Appendix A - Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

This iteration of the plan does not include acquisitions other than those outlined in the FY23 budget.

A.2 – Acquisition Project Summary

To be provided in future iterations.

A.3 – Acquisition Forecast Summary

To be provided in future iterations.

10.2 Appendix B - Operation Forecast

B.1 – Operation Forecast Assumptions and Source

Operations costs and frequency data is primarily provided by the Shire’s Asset Coordinator.

The typical inputs for each category are shown below, however these may have been varied for individual assets.

Items such as Pest Treatment and AC servicing were scaled according to asset size/quantity.

Description	Amount	Frequency
	\$	<i>every X Year</i>
2.1 Housing		
Insurance	0.46%	1
Utilities	\$1,000	1
Pest treatment	\$220	1
AC servicing	\$110	1
2.2 Offices		
Insurance	0.46%	1
Utilities	Building specific	1
Pest treatment	\$220	1
AC servicing	\$110	1
Cleaning	Building specific	1
2.3 Toilets		
Insurance	0.46%	1
Utilities	Building specific	1
Pest treatment	\$220	1
Cleaning	Building specific	1
2.4 Public Facilities		
Insurance	0.46%	1
Utilities	Building specific	1
Pest treatment	\$220	1
Cleaning	Building specific	1
2.5 Sheds		
Insurance	0.46%	1
Utilities	Building specific	1
Pest treatment	\$220	1
Cleaning	Building specific	1

B.2 – Operation Forecast Summary**Table B2 - Operation Forecast Summary**

Year	Operation Forecast
2023	\$1,443,896
2024	\$1,443,896
2025	\$1,443,896
2026	\$1,443,896
2027	\$1,443,896
2028	\$1,443,896
2029	\$1,443,896
2030	\$1,443,896
2031	\$1,443,896
2032	\$1,443,896
2033	\$1,443,896
2034	\$1,443,896
2035	\$1,443,896
2036	\$1,443,896
2037	\$1,443,896
2038	\$1,443,896
2039	\$1,443,896
2040	\$1,443,896
2041	\$1,443,896
2042	\$1,443,896

10.3 Appendix C - Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

Maintenance costs and frequency data were primarily provided by the Shire’s Asset Coordinator and Director of Technical and Development Services.

The typical inputs for each category are shown below. These inputs may have been varied for individual assets within each category.

Description	Amount	Frequency
	\$	every X Year
2.1 Housing		
Paint internal	\$15,000	10
Paint external	\$7,000	7
AC replacement	\$2,500	10
Kitchen replacement	\$25,000	20
Bathroom replacement	\$20,000	20
2.2 Offices		
Paint internal	Building specific	10
Paint external	Building specific	10
AC replacement	\$2,000	10
2.3 Toilets		
Paint internal	Building specific	10
Paint external	Building specific	10
2.4 Public Facilities		
Paint internal	Building specific	10
Paint external	Building specific	10
AC replacement	\$2,500	10
2.5 Sheds		
Nil		

C.2 – Maintenance Forecast Summary**Table C2 - Maintenance Forecast Summary**

Year	Maintenance Forecast
2023	\$981,750
2024	\$450,750
2025	\$361,750
2026	\$425,750
2027	\$218,750
2028	\$160,250
2029	\$326,750
2030	\$382,250
2031	\$223,750
2032	\$291,750
2033	\$494,750
2034	\$308,750
2035	\$623,750
2036	\$376,750
2037	\$197,750
2038	\$195,250
2039	\$143,750
2040	\$305,250
2041	\$181,750
2042	\$448,750

10.4 Appendix D - Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

The typical useful lives of assets used to develop projected asset renewal forecasts is generally based on the midpoint figures from Section 9 – Asset Accounting of the WA Local Government Accounting Manual:

ASSET DESCRIPTION	CLASS	LIFE	LIFE	VALUE	RATE	RATE
Buildings (Brick)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Car Parking Facilities (High Rise)	Buildings	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
Child Care Centre (Brick)	Buildings	20 to 40	50	0.00%	5.00% to 2.50%	2.00%
Clock Towers	Buildings	55 to 75	65	0.00%	1.82% to 1.33%	1.54%
Community Halls (Brick)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Dog Pound (Brick)	Buildings	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
Grandstands (Concrete)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Health Centres (Brick)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Indoor Recreation Centre (Concrete & Steel)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Library Building (Brick)	Buildings	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
Public Changing Room (Brick)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Public Halls (Brick)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Works Depot (Brick & Steel)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Residential House (Concrete Slab)	Buildings	35 to 55	45	0.00%	2.86% to 1.82%	2.22%
Residential House (Brick and Tile)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Residential House (Steel Frame Construction)	Buildings	25 to 45	35	0.00%	4.00% to 2.22%	2.86%
Residential House (Brick and Tile)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Donga (Fibro)	Buildings	8 to 12	10	5.00%	11.88% to 7.92%	9.50%
Welfare Centres (Brick)	Buildings	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Transportable Building (Fibro)	Buildings	10 to 20	15	5.00%	9.50% to 4.75%	6.33%

D.2 – Renewal Project Summary

Asset-specific renewal details will be available in future iterations of this plan.

D.3 – Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast
2023	\$3,036,223
2024	\$1,600,219
2025	\$1,924,197
2026	\$2,892,490
2027	\$2,272,905
2028	\$3,084,640
2029	\$1,592,441
2030	\$3,875,882
2031	\$352,112
2032	\$337,310
2033	\$4,430,133
2034	\$1,706,910
2035	\$114,468
2036	\$435,783
2037	\$86,490
2038	\$0
2039	\$929,341
2040	\$1,361,503
2041	\$2,025,773
2042	\$0

10.5 Appendix E - Disposal Summary

E.1 – Disposal Forecast Assumptions and Source

This iteration of the plan does not include disposals other than those outlined in the FY23 budget.

E.2 – Disposal Project Summary

To be provided in future iterations.

E.3 – Disposal Forecast Summary

To be provided in future iterations.

10.6 Appendix F - Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

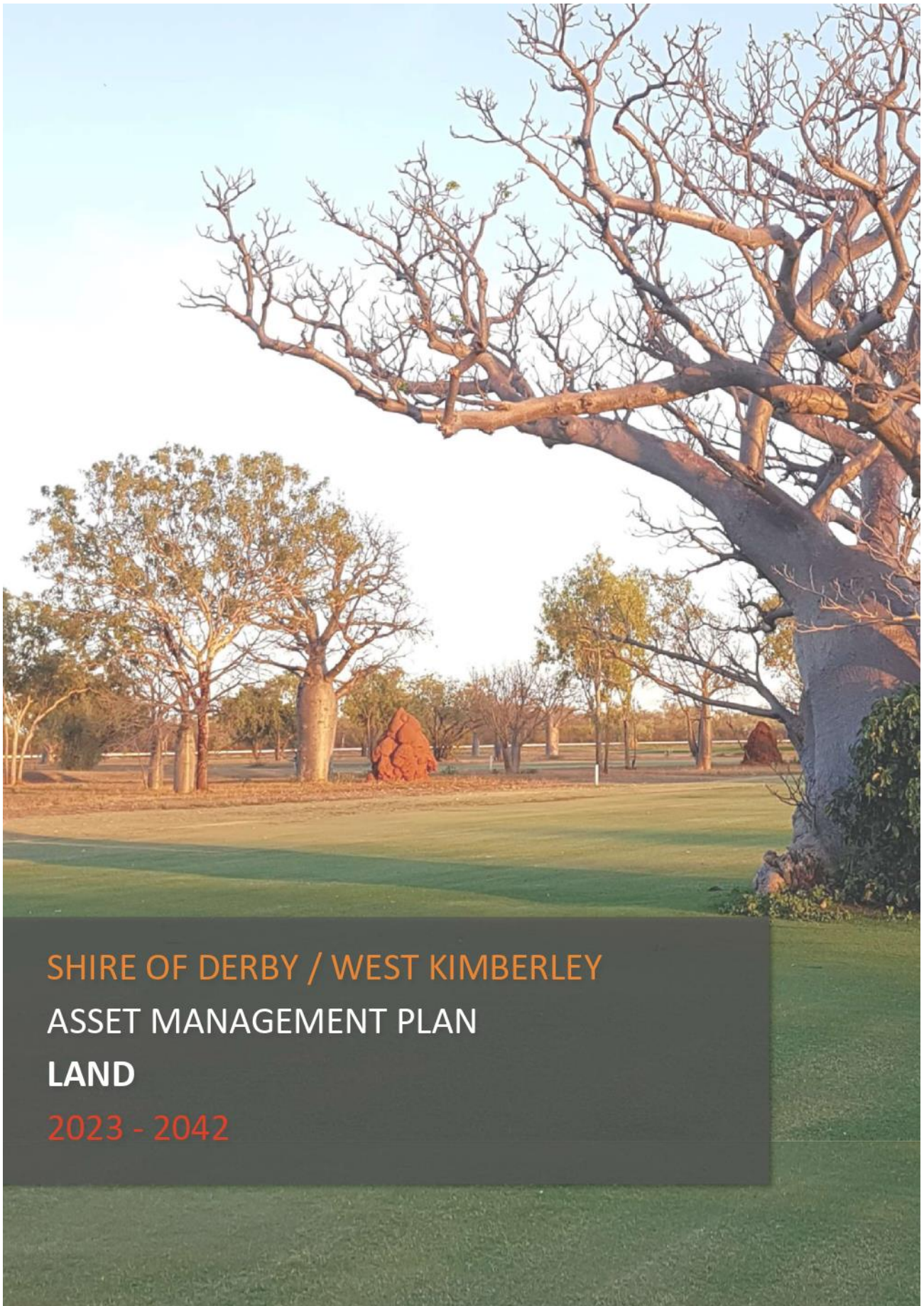
Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2023	\$0	\$1,443,896	\$981,750	\$3,036,223	\$0	\$5,461,869
2024	\$0	\$1,443,896	\$450,750	\$1,600,219	\$0	\$3,494,865
2025	\$0	\$1,443,896	\$361,750	\$1,924,197	\$0	\$3,729,843
2026	\$0	\$1,443,896	\$425,750	\$2,892,490	\$0	\$4,762,135
2027	\$0	\$1,443,896	\$218,750	\$2,272,905	\$0	\$3,935,550
2028	\$0	\$1,443,896	\$160,250	\$3,084,640	\$0	\$4,688,785
2029	\$0	\$1,443,896	\$326,750	\$1,592,441	\$0	\$3,363,087
2030	\$0	\$1,443,896	\$382,250	\$3,875,882	\$0	\$5,702,028
2031	\$0	\$1,443,896	\$223,750	\$352,112	\$0	\$2,019,758
2032	\$0	\$1,443,896	\$291,750	\$337,310	\$0	\$2,072,956
2033	\$0	\$1,443,896	\$494,750	\$4,430,133	\$0	\$6,368,778
2034	\$0	\$1,443,896	\$308,750	\$1,706,910	\$0	\$3,459,556
2035	\$0	\$1,443,896	\$623,750	\$114,468	\$0	\$2,182,113
2036	\$0	\$1,443,896	\$376,750	\$435,783	\$0	\$2,256,428
2037	\$0	\$1,443,896	\$197,750	\$86,490	\$0	\$1,728,136
2038	\$0	\$1,443,896	\$195,250	\$0	\$0	\$1,639,146
2039	\$0	\$1,443,896	\$143,750	\$929,341	\$0	\$2,516,987
2040	\$0	\$1,443,896	\$305,250	\$1,361,503	\$0	\$3,110,649
2041	\$0	\$1,443,896	\$181,750	\$2,025,773	\$0	\$3,651,418
2042	\$0	\$1,443,896	\$448,750	\$0	\$0	\$1,892,646

10.7 Appendix G - Assets covered by this plan

Buildings		
2.1 Housing		
2.1 Housing	0	
2.1 Housing	577	Duplex - Lot 42 McDonald Way Fitzroy
2.1 Housing	580	Duplex 13A and 13B Holman Street Lot 1171
2.1 Housing	583	DUPLEX PAIR-LOT 653 ROWELL STREET
2.1 Housing	636	HOUSING REMOVAL & INSTALLATION - FITZROY CROSSING
2.1 Housing	538	Residence - 2 Holman Street Lot 1143
2.1 Housing	668	Residence - Unit (Lot 8/5 Rowan Street)
2.1 Housing	601	RESIDENCE - 14 BLOODWOOD CRESCENT
2.1 Housing	602	RESIDENCE - 16 BLOODWOOD CRESCENT
2.1 Housing	603	RESIDENCE - 19A WOOLLYBUTT CRESCENT
2.1 Housing	582	Residence - 6 Tower Street Lot 1146
2.1 Housing	555	Residence - 7 Tower Place Lot 1162
2.1 Housing	615	RESIDENCE - 8 KURRAJONG LOOP
2.1 Housing	638	RESIDENCE - LOT 1305 WOOLLYBUTT CONR - CEO
2.1 Housing	568	RESIDENCE - LOT 175 EMANUEL WAY FX
2.1 Housing	519	RESIDENCE - LOT 603 HANSON STREET
2.1 Housing	522	RESIDENCE - LOT 782 BARNETT WAY
2.1 Housing	734	Residence (19B Woollybutt)
2.1 Housing	703	Residence (Curtin Airport)
2.1 Housing	735	Residences - Units (20 Clarendon Street)
2.1 Housing	658	Residences - Units (Lot 404 Fallon Road Fitzroy)
2.1 Housing	659	SHORT TERM STAFF ACCOMMODATION - FITZROY CROSSING
2.2 Offices		
2.2 Offices	0	
2.2 Offices	697	DERBY AIRPORT OPERATIONS BUILDING
2.2 Offices	526	Derby Depot Office and Amenities
2.2 Offices	502	Derby Shire Office - Stanley Square Precinct
2.2 Offices	503	Shire President's Office
2.2 Offices	575	FITZROY DEPOT OFFICE & CRIB ROOM
2.2 Offices	567	Lot 275 Loch Street Offices Lot 275 (Coleman Centre)
2.3 Toilets		
2.3 Toilets	0	
2.3 Toilets	660	Ablutions - (Fitzroy Crossing)
2.3 Toilets	798	Ablutions (Derby Youth Centre)
2.3 Toilets	661	Changerooms & Ablutions (Fitzroy Recreation Precinct)
2.3 Toilets	592	DEPOT ABLUTION AREA
2.3 Toilets	532	Derby Pool - Kiosk and Changerooms
2.3 Toilets	574	Fitzroy Airport - Terminal and Toilet Block
2.3 Toilets	553	Fitzroy Depot - Demountable Toilet Block
2.3 Toilets	506	NICHOLSON SQUARE - TOILET BLOCK
2.3 Toilets	579	NICHOLSON SQUARE CHANGEROOMS
2.3 Toilets	536	Public Toilets - Coach Park

2.3 Toilets	640	Public Toilets - Lytton Park
2.3 Toilets	711	Toilet and Crib - Derby Airport
2.3 Toilets	539	Toilet Block - (Wharf)
2.3 Toilets	517	TOILET BLOCK - RACECOURSE
2.3 Toilets		Public Toilets - Civic Centre
2.4 Public Facilities		
2.4 Public facilities	0	
2.4 Public facilities	505	Derby Library & Council Chambers
2.4 Public facilities	533	Ashley Street Neighbourhood Centre
2.4 Public facilities	535	Building - (Wharfinger House)
2.4 Public facilities	705	Cafe - (Derby Wharf)
2.4 Public facilities	529	Civic Centre - Stanley Square Precinct
2.4 Public facilities	566	Derby Sportsman's Club
2.4 Public facilities	677	DERBY VISITOR CENTRE
2.4 Public facilities	534	FITZROY CROSSING RECREATIONAL CENTRE
2.4 Public facilities	560	FITZROY CROSSING TOURIST BUREAU
2.4 Public facilities	562	Fitzroy Youth Activity Centre (Garduwa Building)
2.4 Public facilities	671	FX COVERED COURTS
2.4 Public facilities	569	HACC SENIORS BUILDING
2.4 Public facilities	710	OLD DERBY JAIL
2.4 Public facilities	707	Pavillion (Lawn Bowls Facility)
2.4 Public facilities	558	Recreation Centre Building (Ashley Street)
2.4 Public facilities	593	Recreation Centre Undercover Courts (Ashley Street)
2.4 Public facilities	513	SQUASH COURTS
2.4 Public facilities	797	Terminal - (Derby Airport)
2.4 Public facilities	699	Terminal (Derby Airport)
2.4 Public facilities	716	Volley Ball Court Pavillion Recreation Centre
2.4 Public facilities	714	WAHRF GAZEBO
2.4 Public facilities	606	YOUTH CENTRE
2.4 Public facilities		Rodeo Grounds - Fitzroy X (Includes fencing, lights, buildings, & arena)
2.4 Public facilities		Rodeo Grounds - Derby (Includes main & camp arenas, 2xtoilet blocks, commentators stand, caretakers shed, bar,office and fencing)
2.4 Public facilities		Racecourse Buildings (Includes jockey changerooms, horse stables, wash down, enclosure & fencing)
2.4 Public facilities		Old Fire Station
2.4 Public facilities		Mary Island Fishing Club
2.4 Public facilities		Fire Station / SES
2.5 Sheds		
2.5 Sheds	0	
2.5 Sheds	793	Animal Pound (Derby Depot)
2.5 Sheds	708	Buggy Shed (Derby Gold Course)
2.5 Sheds	701	Carpenters Workshop & Office (Derby Airport)
2.5 Sheds	634	Derby Pool Pump Building
2.5 Sheds	597	DOG POUND-FX
2.5 Sheds	551	FITZROY - DEPOT
2.5 Sheds	600	FUEL SHED DERBY DEPOT
2.5 Sheds	709	Green Keepers Shed - Derby Golf Course

2.5 Sheds	598	HAMLET GROVE FIRE SHED
2.5 Sheds	599	Lot 275 Loch Street Storage Shed Lot 275 (Coleman Centre)
2.5 Sheds	702	Mechanics Workshop - (Derby Airport)
2.5 Sheds	556	Rubbish Tip Wash Bay Shed and Fence
2.5 Sheds	713	Shed - Timber Washdown (Wharf)
2.5 Sheds	704	Shed - Transport (Wharf)
2.5 Sheds	590	SHED 15M X 15M WITH MEZZANINE FITZROY CROSSING SES
2.5 Sheds	706	Storage Shed (Johnston Street)
2.5 Sheds	700	Store (Derby Airport)
2.5 Sheds	796	Transportable Buildings - (Derby Airport)
2.5 Sheds	643	Vehicle Shed (Fitzroy Airport)
2.5 Sheds	792	Workshop (Derby Depot)
2.5 Sheds	4670	Apex Park shed
2.5 Sheds		Small Plant Shed
Other		
2.4 Public facilities	633	CURTIN AIRPORT BUILDING IMPROVEMENTS



SHIRE OF DERBY / WEST KIMBERLEY
ASSET MANAGEMENT PLAN
LAND
2023 - 2042

Document Control		Asset Management Plan - Land			
Document ID :					
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0	29/11/2022	Issued for use	PJG	CJS	PJG

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan.....	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan.....	5
1.6	Financial Summary.....	6
1.7	Asset Management Planning Practices.....	6
1.8	Monitoring and Improvement Program	6
2.0	INTRODUCTION	8
2.1	Background.....	8
2.2	Goals and Objectives of Asset Ownership	9
3.0	LEVELS OF SERVICE	11
3.1	Customer Research and Expectations	11
3.2	Strategic and Corporate Goals.....	11
3.3	Legislative Requirements.....	11
3.4	Customer Values.....	11
3.5	Customer Levels of Service.....	12
3.6	Technical Levels of Service.....	13
4.0	FUTURE DEMAND	15
4.1	Demand Drivers	15
4.2	Demand Forecasts	15
4.3	Demand Impact and Demand Management Plan	15
4.4	Asset Programs to meet Demand.....	15
4.5	Climate Change Adaptation.....	16
5.0	LIFECYCLE MANAGEMENT PLAN	17
5.1	Background Data	17
5.2	Operations and Maintenance Plan	17
5.3	Renewal Plan	18
5.4	Acquisition Plan	18
5.5	Disposal Plan.....	18
6.0	RISK MANAGEMENT PLANNING	19
6.1	Critical Assets.....	19

6.2 Risk Assessment..... 19

6.3 Infrastructure Resilience Approach 20

6.4 Service and Risk Trade-Offs 21

7.0 FINANCIAL SUMMARY 22

8.0 PLAN IMPROVEMENT AND MONITORING 24

8.1 Status of Asset Management Practices 24

8.2 Improvement Plan 24

8.3 Monitoring and Review Procedures 25

8.4 Performance Measures 25

9.0 REFERENCES 26

10.0 APPENDICES 27

10.1 Appendix A - Acquisition Forecast 27

10.2 Appendix B - Operation Forecast..... 27

10.3 Appendix C - Maintenance Forecast 27

10.4 Appendix D - Renewal Forecast Summary..... 27

10.5 Appendix E - Disposal Summary 27

10.6 Appendix F - Budget Summary by Lifecycle Activity 28

10.7 Appendix G - Assets and Work Codes covered by this plan 28

This report has been prepared for and may only be used by the Shire of Derby / West Kimberley (“Shire”) for its agreed intended purpose. The information presented within this report is primarily based on the information provided by the Shire. Westlake Services excludes any warranties, explicit or implied, to the extent permissible by law. This information is assumed to be accurate, and has not been independently checked or verified by Westlake Services. Westlake Services disclaims any liability arising from this or any other assumption(s) made being incorrect, and further disclaims any responsibility or liability arising from or in connection to this document to the maximum extent permitted by law.

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about Land assets, with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. Future iterations of this plan will define the services to be provided, how the services are provided and the funding required over a 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan is prepared as an initial 'core' asset management plan in accordance with the International Infrastructure Management Manual, and the Department of Local Government Asset Management Framework and Guidelines. It has been prepared primarily as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this version.

Users of this plan should recognise the base level of asset management maturity at which the Shire is currently situated and the progressive nature of its journey toward higher levels of asset management.

1.2 Asset Description

This plan is intended to cover all land controlled by the Shire. This includes recreation facilities, road verges, and freehold lots; including where other assets (e.g. buildings) are present.

The Shire's current asset database contains 18 land assets, which are primarily freehold lots on which housing assets are built. Future iterations of this plan will seek to capture all land assets controlled by the Shire, which is necessary to provide a complete understanding of the lifecycle costs involved with land assets.

The lifecycle cost of land assets will be provided in future iterations of this plan, once additional assets have been listed and recent valuation data has been reviewed.

1.3 Levels of Service

If expenditure in future years is similar to now, the budget allocation is likely sufficient to continue providing existing services at current levels for the planning period.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population
- Economy size and composition
- Climate

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan include operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. This iteration of the plan does not link directly to a Long Term Financial Plan.

The forecast 20 year outlay for Land based on the FY23 budget data provided by the Shire is \$59,735,231; or \$2,986,762 on average per year.

1.6 Financial Summary

1.6.1 What we will do

If expenditure in future years is similar to now, the current budget should be sufficient to maintain Land assets to a reasonable level. Any future acquisitions will likely result in increased expenditure, which must be taken into account.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

Further data on the lifecycle costs and planned budget will be provided in future iterations of this plan.

With the current available funding, the Shire can provide services for the following:

- Operation, maintenance, and renewal to a level similar to the present annual budget

1.6.2 What we cannot do

Limitations identified in future analysis will be presented here.

1.6.3 Managing the Risks

If current expenditure is sufficient to meet current needs, funding related risks are unlikely to occur.

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- The Shire's FY23 budget is sufficient to maintain the current level of service for Land assets throughout the planning period
- This plan has been produced as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this iteration.

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

Land assets generally do not require renewal in the traditional sense. Despite this, Improved land assets such as recreation areas may require significant investment, especially if condition is allowed to deteriorate beyond a certain point.

It should be noted that:

- The asset data contained in the Synergy Asset Register does not capture a significant portion of Shire controlled land
- Expenditure relating to land assets is significant and should be documented and understood by the Shire
- This AM Plan is based on a very low level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Review “F2 Asset Management Policy” and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.
- Prepare a comprehensive AM Strategy detailing:
 - how the Shire will achieve its AM objectives and targets set out in the Policy
 - a prioritised list of advanced AM plans to be developed
- Allocate sufficient resources as detailed in the AM Strategy to meet the Policy objectives
- Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.
- Update valuation, condition, and replacement cost across all assets (combine this with Finance’s regular valuation work).
- Complete a level of service review across all asset types to determine community expectation and priority of asset improvement.
- Prepare advanced AM plans as directed by the AM Strategy.
- Compare required funding in AM plans to available funding from LTFP and iterate if required.
- After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.
- Develop AM induction package for all new staff and elected officials.
- Evaluate AM program annually in accordance with the SCP, and report AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio.
- An additional improvement step specific to Land assets is to define all Shire controlled land assets, and expenditure relating to these assets. It is important to ensure there is no expenditure overlap with other assets such as Plant & Machinery, which are often used to maintain Land assets.

2.0 INTRODUCTION

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Shire of Derby / West Kimberley planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Strategic Community Plan 2021 - 2031
- Long Term Financial Plan (LTFP) (draft)
- Corporate Business Plan (draft)

For a listing of all assets covered by this AM Plan refer to Appendix G - Assets and Work Codes covered by this plan.

These assets provide services to Shire staff, community groups, businesses, tourists, government organisations and the wider community. In many cases, the assets are improved through a combination of landscaping and building, in order to provide a complete service to the customer.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 1.

Table 1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Council	<ul style="list-style-type: none"> ▪ Represent needs of community/shareholders ▪ Allocate resources to meet planning objectives in providing services while managing risks ▪ Ensure service is sustainable
Executive	<ul style="list-style-type: none"> ▪ Endorse development and maintenance of AM plans ▪ Set priorities for AM development ▪ Implement annual reviews of AM plans and reporting of AM KPIs ▪ Ensure corporate knowledge and continuity of planning is maintained
Asset Manager	<ul style="list-style-type: none"> ▪ Develop AM plans as directed by Executive ▪ Analyse and process data provided by the Shire ▪ Communicate shortfalls and risks to Council and Executive
Asset Co-ordinator	<ul style="list-style-type: none"> ▪ Provide information to Asset Manager to assist with the AM process (for future iterations)

The organisational structure for service delivery in relation to Land assets will be included in future iterations of this plan.

2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing, and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

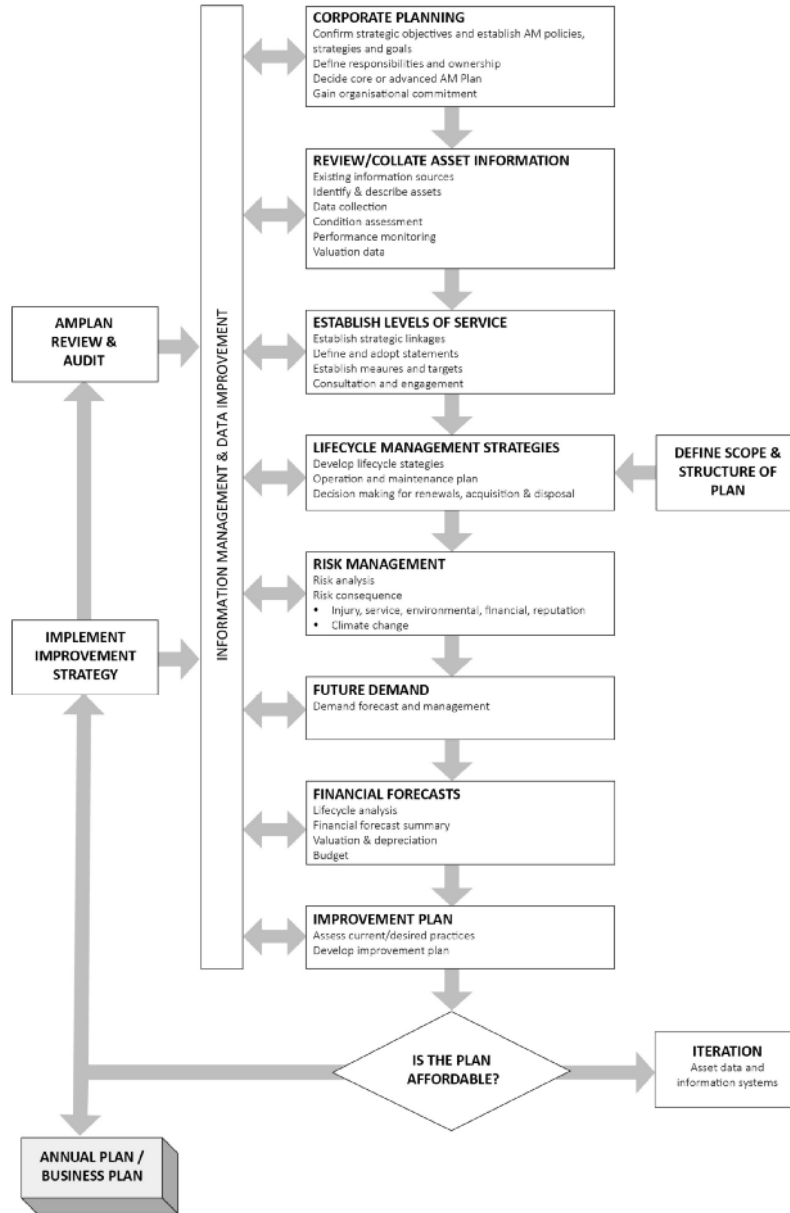
- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13

² ISO 55000 Overview, principles and terminology

A roadmap for preparing an AM Plan is shown below.

Road Map for preparing an Asset Management Plan
 Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by Council. Future iterations of the plan will incorporate customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Shire of Derby / West Kimberley vision, mission, goals, and objectives. The Strategic Community Plan for 2021-2031 outlines the intended direction of the Shire, and is available [here](#).

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Selected legislative requirements that impact the delivery of the service are outlined in Table 2.

Table 2: Legislative Requirements

Legislation	Requirement
Local Government Act 1995 and associated regulations	Sets out the role, purpose, responsibilities and the powers of local governments including the preparation of Strategic Community Plans and Corporate Business Plans informed by Long Term Financial Plans and Asset Management Plans.
Planning and Development Act 2005	Provides for an efficient and effective land use planning system in the State and promotes the sustainable use and development of land.
Heritage Act 2004	Provides for and encourages the conservation of heritage places.
Public Health Act 2016	Regulations of activities and the provision of services relating to public health.
Work Health and Safety Act 2020	An Act: <ul style="list-style-type: none"> • to make provision about, and in connection with: • the health and safety of workers; and • health and safety at workplaces; and • risks to health and safety arising from work
State Records Act 2000	Creation, storage and archiving of records and documents.
Environmental Protection Act 1986	Sets out requirements in respect to environmental protection.
Aboriginal Cultural Heritage Act 2021	Provides a modern framework for the recognition, protection, conservation and preservation of Aboriginal cultural heritage while recognising the fundamental importance of Aboriginal cultural heritage to Aboriginal people.
Native Title Act 1993	Law governing Native Title matters.

3.4 Customer Values

Service levels are defined in three ways:

- customer values,
- customer levels of service, and
- technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided, and
- the likely trend over time based on the current budget provision.

Customer values and levels of service are currently based on professional judgement of Shire Administration. Future iterations will allow for consultation with customers to provide more meaningful information about customer expectations of Shire controlled assets.

Table 3: Customer Values

Service Objective: Safe, functional assets which are fit-for-purpose			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Personal safety when using Shire assets	Customer surveys and feedback	Not accurately recorded	Anticipated to remain steady
Fit-for-purpose assets which suit the needs of the customer	Customer surveys and feedback	Not accurately recorded	Not clear based on current information

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

- Condition** How good is the service ... what is the condition or quality of the service?
- Function** Is it suitable for its intended purpose Is it the right service?
- Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 4 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 4: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Assets in acceptable condition e.g. grass mown, surfaces level, weeds suppressed	Regular inspections and customer satisfaction surveys	TBC, however most assets appear acceptable	Likely to remain similar to current levels if expenditure remains the same
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence
Function	Assets suitable for intended use	Regular inspections and customer satisfaction surveys	Accurate data not available, however most assets appear to be suitable for their intended purpose.	No change in function is planned, so expected to remain constant
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence
Capacity	Suitable number of assets to provide the required service	Regular inspections and customer satisfaction surveys	Accurate data not available	Accurate data not available
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence

3.6 Technical Levels of Service

Technical Levels of Service relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. cleaning, mowing grass, utilities, etc.)
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 5 shows the activities expected to be provided under the current 20 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan. As this is a Core AM Plan, the current and recommended performance and subsequent required budgets are yet to be confirmed.

Table 5: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Provide sufficient assets to meet community demand	% of community demand met by current asset base	TBC in future iterations	100%
		FY23 Budget	TBC	TBC in future iterations
Operation	Ensure continual operation and availability of assets	% of downtime across asset classes due to operational issues	TBC in future iterations	< 2% of desired operation window (TBC)
		FY23 Budget	TBC	TBC in future iterations
Maintenance	Ensure assets are in good, usable condition	% of downtime across asset classes due to maintenance issues	TBC in future iterations	< 2% of desired operation window (TBC)
		FY23 Budget	TBC	TBC in future iterations
Renewal	Renewal of assets at end of useful life	% of assets by value which have exceeded the useful life	TBC in future iterations	0%
		FY23 Budget	TBC	TBC in future iterations
Disposal	Disposal of non-renewed assets and end of useful life	Number of outstanding assets scheduled for disposal	TBC in future iterations	TBC in future iterations
		FY23 Budget	TBC	TBC in future iterations

Note: * Current activities related to Planned Budget.

** Recommended performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

³ IPWEA, 2015, IIMM, p 2|28.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets require further investigation, however preliminary information is shown below.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 6.

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

Opportunities identified to date for demand management are shown in Table 6. Further opportunities will be developed in future revisions of this AM Plan.

Table 6: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	7,730 ⁴	9,175 by 2031 ⁵	Increased population will increase demand for services	To be confirmed by Shire
Economy size and composition	To be confirmed	To be confirmed	To be confirmed	To be confirmed by Shire
Climate	To be confirmed	To be confirmed	To be confirmed	To be confirmed by Shire

4.4 Asset Programs to meet Demand

New assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in 5.4.

Acquiring new assets will commit the Shire to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (refer to Section 5.0).

⁴ SDWK SCP 2021-2031

⁵ Department of Planning, WA Tomorrow, Population Report No. 11 (50th percentile projection)

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.⁶ As a minimum we should consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities identified to date are shown in Table 7.

Table 7: Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm intensity and frequency	Increase	Limited impact of Land assets	Not generally required
Quantity and severity of rainfall	Increase	Likelihood of flooding is increased	Ensure existing drainage is effective
Average and maximum temperatures	Increase	Assets will be more reliant on effective irrigation methods	Ensure key assets have sufficient irrigation

Additionally, the way in which we construct new assets should recognise that there is an opportunity to build in resilience to the impact of climate change. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 8 summarises some asset climate change resilience opportunities.

Table 8: Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact to these assets	Build Resilience in New Works
Flooding	Increased potential damage to assets	Ensure assets include effective drainage methods
Higher temperatures	Increased stress on vegetation	Ensure renewals are well suited to the harsh Kimberley climate

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future iteration of this AM Plan.

⁶ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Shire plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in “Appendix G - Assets and Work Codes covered by this plan”.

Asset data for this plan was extracted primarily from Synergy. The confidence assessment for this data is shown in 7.0. Future iterations of this plan will incorporate more accurate data sources to enable more detailed analysis.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. Known service performance deficiencies are not currently documented here. This will be reviewed in future iterations.

5.1.3 Asset condition

Condition is generally monitored by the Shire’s outdoor crew, with maintenance schedules dependent on weather, staffing, machinery availability, and concurrent workloads. The Shire should look to move towards a more pre-emptive approach to asset condition, which feeds into the asset management planning process.

Further condition data will be provided in future iterations.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include mowing, slashing, weeding, and rubbish collection.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition. Examples of typical maintenance activities include turf repairs and drainage modifications.

The trend in O&M budget is not currently documented, and will be included in future iterations.

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

5.2.1 Asset hierarchy

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

The service hierarchy is shown is Table 9.

Table 9: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Not yet determined	Will be developed for future iterations of the AM Plan

5.2.2 Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. A detailed analysis of existing operation and maintenance allocations is required to verify whether that is adequate.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

No renewals are forecast in this plan.

5.4 Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs.

Assets may also be donated to the Shire.

5.4.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Shire's needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

The priority ranking criteria will be developed in future iterations of this plan.

5.4.2 Summary of future asset acquisition costs

Acquisitions and related costs have not been sufficiently determined in this iteration of the plan. Forecast acquisition asset costs will be included in future iterations.

When an entity commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

5.4.3 Summary of asset forecast costs

The financial projections for this asset class will be provided in future iterations.

5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal have not yet been determined.

6.0 RISK MANAGEMENT PLANNING

The purpose of asset risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from assets, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁷.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 10. Failure modes may include physical failure, collapse or essential service interruption.

Critical assets are yet to be identified by the Shire, and this will be addressed in future iterations of this plan.

Table 10: Critical Assets

Critical Asset(s)	Failure Mode	Impact
Not yet identified	N/A	N/A

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 1.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁷ ISO 31000:2009, p 2

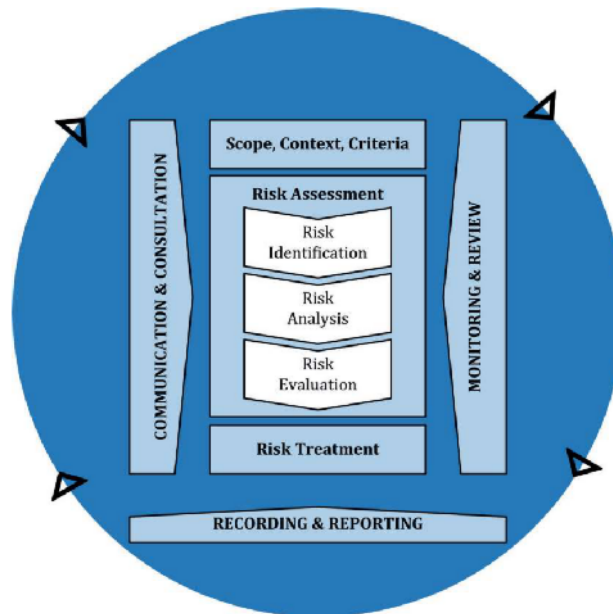


Figure 1: Risk Management Process – Abridged. Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 11. It is essential that these critical risks and costs are reported to management and the Council.

Table 11: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Not yet identified	N/A	N/A	N/A	N/A	N/A

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

6.3 Infrastructure Resilience Approach

The resilience of critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions the Shire needs to understand its capacity to ‘withstand a given level of stress or demand’, and to respond to possible disruptions to ensure continuity of service.

The Shire does not currently measure resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

Limitations identified in future analysis will be presented here.

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. Trade-offs identified will be presented here in future iterations.

6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. Potential risk consequences will be provided in future iterations.

7.0 FINANCIAL SUMMARY

This section will contains the financial requirements resulting from the information presented in the previous sections of this AM Plan.

As previously discussed, the data relating to Land assets requires further development in order to provide value to the AM planning process.

FY23 budget data provided by the Shire allocated a total of \$2,986,762 per year to land assets. This allocation is facilitated through the use of work codes, which are shown in Appendix G - Assets and Work Codes covered by this plan. It should be noted that the location of most of these work codes does not correlate to the listed assets. This should be remedied in future iterations to enable further financial information to be presented here.

Data confidence in this plan is classified on a A - E level scale⁸ in accordance with Table 12.

Table 12: Data Confidence Grading System

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

The estimated confidence level and reliability of data used in this AM Plan is shown in Table 13.

The overall estimated confidence level for data used in this AM Plan is considered to be very low.

⁸ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Table 13: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	D	Anecdotal evidence only. To be revised in future iterations.
Growth projections	D	Anecdotal evidence only. To be revised in future iterations.
Acquisition forecast	E	Insufficient information about customer requirements means acquisition requirements cannot be accurately forecast
Operation forecast	E	Sufficient data not currently available
Maintenance forecast	E	Sufficient data not currently available
Renewal forecast	E	Sufficient data not currently available
Asset values		
Asset useful lives	E	Sufficient data not currently available
Condition modelling	E	Sufficient data not currently available
Disposal forecast	E	Sufficient data not currently available

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices⁹

8.1.1 Accounting and financial data sources

This AM Plan does not utilise accounting and financial data, other than FY23 budget data provided by the Shire.

8.1.2 Asset management data sources

This AM Plan utilises limited asset management data. The source of the data is SDWK's Policy, preceding AM documentation, and input from Shire Administration.

8.2 Improvement Plan

It is important that an entity recognise areas of the AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 14.

Table 14: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Review F2 Asset Management Policy and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.	Council and Executive	TBC	TBC
2	Prepare a comprehensive AM Strategy detailing: - how the Shire will achieve its AM objectives and targets set out in the Policy - prioritised list of AM plans to be developed	AM with input from Council and Executive	TBC	TBC
3	Allocate sufficient resources as detailed in the AM strategy to meet the Policy objectives	Council and Executive	TBC	TBC
4	Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.	AM, Finance	TBC	TBC
5	Update valuation, condition and replacement cost across all assets (combine this with Finance's regular valuation work)	Finance/AM	External asset valuer	TBC
6	Complete a level of service review across all asset types to determine community expectation and priority of asset improvement	AM with input from Council, Exec and Community	TBC	TBC
7	Prepare advanced AM plans as directed by the AM Strategy, including items not addressed in this iteration of the plan.	AM	TBC	TBC
8	Compare required funding in AM plans to available funding from LTFP, and iterate if required.	Finance & AM, with input from Council and Executive	TBC	TBC

⁹ ISO 55000 Refers to this as the Asset Management System

9	After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.	AM with input from Council and Executive	TBC	TBC
10	Develop AM induction package for all new staff and elected officials.	AM	TBC	TBC
11	Evaluate AM program annually in accordance with the SCP, including reporting AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio	AM	TBC	TBC

8.3 Monitoring and Review Procedures

This AM Plan should be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan should be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget should be incorporated into the Long-Term Financial Plan once completed.

This AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the ‘global’ works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

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- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- SDWK, 2021, Strategic Community Plan 2021 - 2031
- SDWK, 2019, F2 – Asset Management Policy
- SDWK, 2013, Property AM Plan

10.0 APPENDICES**10.1 Appendix A - Acquisition Forecast**

A.1 – Acquisition Forecast Assumptions and Source
To be provided in future iterations.

A.2 – Acquisition Project Summary
To be provided in future iterations.

A.3 – Acquisition Forecast Summary
To be provided in future iterations.

10.2 Appendix B - Operation Forecast

B.1 – Operation Forecast Assumptions and Source
To be provided in future iterations.

B.2 – Operation Forecast Summary
To be provided in future iterations.

10.3 Appendix C - Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source
To be provided in future iterations.

C.2 – Maintenance Forecast Summary
To be provided in future iterations.

10.4 Appendix D - Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source
To be provided in future iterations.

D.2 – Renewal Project Summary
To be provided in future iterations.

D.3 – Renewal Forecast Summary
To be provided in future iterations.

10.5 Appendix E - Disposal Summary

E.1 – Disposal Forecast Assumptions and Source
To be provided in future iterations.

E.2 – Disposal Project Summary
To be provided in future iterations.

E.3 – Disposal Forecast Summary
To be provided in future iterations.

10.6 Appendix F - Budget Summary by Lifecycle Activity

To be provided in future iterations.

10.7 Appendix G - Assets and Work Codes covered by this plan

Assets:

1.1 Land	3	LOT 782 BARNETT WAY
1.1 Land	7	LOT 1146 TOWER
1.1 Land	8	LOT 1162 TOWER
1.1 Land	9	LOT 1171 HOLMAN STREET
1.1 Land	11	Clarendon Street Lot 296 and 297 (Coach Park)
1.1 Land	13	Rowell Street 4A and 4B 653 (Lot 500)
1.1 Land	14	Lot 324 20 Clarendon Street (Staff Housing Units)
1.1 Land	20	Hanson Street 11 Lot 603
1.1 Land	23	Lot 1143 2 Holman Street
1.1 Land	26	McDonald Way Lot 42
1.1 Land	27	Loch Street 4 Lot 275 (Coleman Centre)
1.1 Land	33	LOT 1378 BLOODWOOD CRESCENT
1.1 Land	34	LOT 1294 WOOLLYBUTT CNR
1.1 Land	35	8 KURRAJONG LOOP
1.1 Land	36	LOT 1305 WOOLLYBUTT CORNER
1.1 Land	37	LOT 404 (74) FALLON ROAD FITZROY CROSSING
1.1 Land	691	GOLF COURSE-VESTED LAND
1.1 Land	698	DERBY AIRPORT OPERATIONS BUIDLING- LAND

Work codes:

Job	Description	Inc/Exp Analysis Summary	FY23 Budget
W0001	Cemetery Maintenance - Derby	Employee Costs	\$25,000.00
W0001	Cemetery Maintenance - Derby	Material & Contracts	\$15,000.00
W0001	Cemetery Maintenance - Derby	Material & Contracts	\$2,499.96
W0001	Cemetery Maintenance - Derby	Utilities (Electricity, Water, Gas, Etc)	\$9,057.96
W0001	Cemetery Maintenance - Derby	Labour Overheads Allocated.	\$41,337.47
W0001	Cemetery Maintenance - Derby	Plant Operating Costs Allocated.	\$7,984.62
W0002	Cemetery Maintenance - Fitzroy Crossing	Employee Costs	\$0.00
W0002	Cemetery Maintenance - Fitzroy Crossing	Material & Contracts	\$0.00
W0002	Cemetery Maintenance - Fitzroy Crossing	Labour Overheads Allocated.	\$0.00
W0002	Cemetery Maintenance - Fitzroy Crossing	Plant Operating Costs Allocated.	\$0.00
W0008	Misc Parks & Gardens - Derby - Maintenance	Employee Costs	\$40,000.00
W0008	Misc Parks & Gardens - Derby - Maintenance	Material & Contracts	\$15,000.00
W0008	Misc Parks & Gardens - Derby - Maintenance	Material & Contracts	\$5,000.01
W0008	Misc Parks & Gardens - Derby - Maintenance	Labour Overheads Allocated.	\$57,203.83
W0008	Misc Parks & Gardens - Derby - Maintenance	Plant Operating Costs Allocated.	\$12,775.38
W0009	Nicholson Square - Maintenance	Employee Costs	\$2,000.00
W0009	Nicholson Square - Maintenance	Material & Contracts	\$6,000.00
W0009	Nicholson Square - Maintenance	Material & Contracts	\$7,999.67

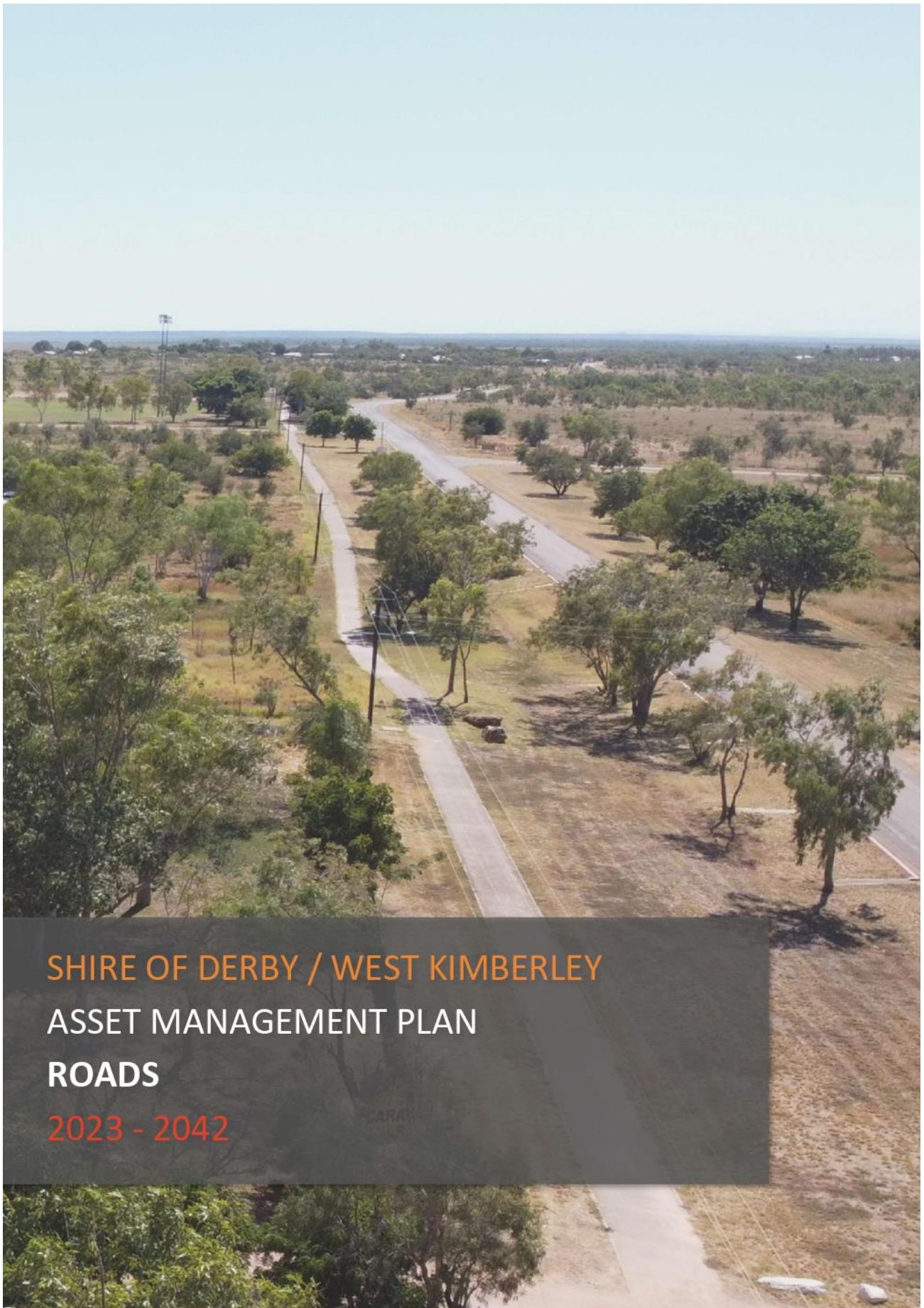
W0009	Nicholson Square - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$5,486.00
W0009	Nicholson Square - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0009	Nicholson Square - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0010	Lytton Park - Maintenance	Employee Costs	\$30,000.00
W0010	Lytton Park - Maintenance	Material & Contracts	\$3,999.99
W0010	Lytton Park - Maintenance	Material & Contracts	\$4,000.00
W0010	Lytton Park - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$0.00
W0010	Lytton Park - Maintenance	Insurance	\$876.00
W0010	Lytton Park - Maintenance	Labour Overheads Allocated.	\$40,668.83
W0010	Lytton Park - Maintenance	Plant Operating Costs Allocated.	\$9,581.54
W0011	Apex Park - Maintenance	Employee Costs	\$15,000.00
W0011	Apex Park - Maintenance	Material & Contracts	\$999.99
W0011	Apex Park - Maintenance	Material & Contracts	\$6,999.99
W0011	Apex Park - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$0.00
W0011	Apex Park - Maintenance	Insurance	\$44.04
W0011	Apex Park - Maintenance	Labour Overheads Allocated.	\$24,802.48
W0011	Apex Park - Maintenance	Plant Operating Costs Allocated.	\$4,790.77
W0012	Wharf Park - Maintenance	Employee Costs	\$15,000.00
W0012	Wharf Park - Maintenance	Material & Contracts	\$999.99
W0012	Wharf Park - Maintenance	Material & Contracts	\$5,000.01
W0012	Wharf Park - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$0.00
W0012	Wharf Park - Maintenance	Labour Overheads Allocated.	\$24,802.48
W0012	Wharf Park - Maintenance	Plant Operating Costs Allocated.	\$4,790.77
W0014	Bouganvillea Park - Maintenance	Employee Costs	\$2,000.00
W0014	Bouganvillea Park - Maintenance	Material & Contracts	\$5,000.01
W0014	Bouganvillea Park - Maintenance	Material & Contracts	\$5,000.01
W0014	Bouganvillea Park - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0014	Bouganvillea Park - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0015	Boab Prison Tree/Myalls Bore - Maintenance	Employee Costs	\$2,000.00
W0015	Boab Prison Tree/Myalls Bore - Maintenance	Material & Contracts	\$5,000.01
W0015	Boab Prison Tree/Myalls Bore - Maintenance	Material & Contracts	\$2,000.00
W0015	Boab Prison Tree/Myalls Bore - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0015	Boab Prison Tree/Myalls Bore - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0016	Boab Dinner Tree - Maintenance	Employee Costs	\$2,000.00
W0016	Boab Dinner Tree - Maintenance	Material & Contracts	\$999.99
W0016	Boab Dinner Tree - Maintenance	Material & Contracts	\$999.99
W0016	Boab Dinner Tree - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0016	Boab Dinner Tree - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0017	Loch Street Median - Maintenance	Employee Costs	\$40,000.00
W0017	Loch Street Median - Maintenance	Material & Contracts	\$3,000.00
W0017	Loch Street Median - Maintenance	Material & Contracts	\$12,999.99
W0017	Loch Street Median - Maintenance	Labour Overheads Allocated.	\$66,139.95
W0017	Loch Street Median - Maintenance	Plant Operating Costs Allocated.	\$12,775.38
W0018	Clarendon St Median & Verges - Maintenance	Employee Costs	\$60,000.00
W0018	Clarendon St Median & Verges - Maintenance	Material & Contracts	\$2,000.01
W0018	Clarendon St Median & Verges - Maintenance	Material & Contracts	\$5,000.01

W0018	Clarendon St Median & Verges - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$4,049.00
W0018	Clarendon St Median & Verges - Maintenance	Labour Overheads Allocated.	\$99,209.93
W0018	Clarendon St Median & Verges - Maintenance	Plant Operating Costs Allocated.	\$19,163.08
W0019	Stanley Square & Botanical Gdn - Maintenance	Employee Costs	\$65,000.00
W0019	Stanley Square & Botanical Gdn - Maintenance	Material & Contracts	\$3,999.99
W0019	Stanley Square & Botanical Gdn - Maintenance	Material & Contracts	\$9,999.99
W0019	Stanley Square & Botanical Gdn - Maintenance	Labour Overheads Allocated.	\$107,477.42
W0019	Stanley Square & Botanical Gdn - Maintenance	Plant Operating Costs Allocated.	\$20,760.00
W0020	Ashley Street Recreation Precinct - Maintenance	Employee Costs	\$10,000.00
W0020	Ashley Street Recreation Precinct - Maintenance	Material & Contracts	\$1,000.00
W0020	Ashley Street Recreation Precinct - Maintenance	Material & Contracts	\$5,000.01
W0020	Ashley Street Recreation Precinct - Maintenance	Labour Overheads Allocated.	\$16,534.99
W0020	Ashley Street Recreation Precinct - Maintenance	Plant Operating Costs Allocated.	\$3,193.85
W0021	Wells Street Reserve - Maintenance	Employee Costs	\$0.00
W0021	Wells Street Reserve - Maintenance	Labour Overheads Allocated.	\$0.00
W0021	Wells Street Reserve - Maintenance	Plant Operating Costs Allocated.	\$0.00
W0022	Bloodwood Park - Maintenance	Employee Costs	\$2,000.00
W0022	Bloodwood Park - Maintenance	Material & Contracts	\$6,999.99
W0022	Bloodwood Park - Maintenance	Insurance	\$305.04
W0022	Bloodwood Park - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0022	Bloodwood Park - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0024	Heritage Precinct Grounds Mtc - Maintenance	Employee Costs	\$2,000.00
W0024	Heritage Precinct Grounds Mtc - Maintenance	Material & Contracts	\$5,000.01
W0024	Heritage Precinct Grounds Mtc - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0024	Heritage Precinct Grounds Mtc - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0025	Pioneer Cemetery - Maintenance	Employee Costs	\$0.00
W0025	Pioneer Cemetery - Maintenance	Labour Overheads Allocated.	\$0.00
W0025	Pioneer Cemetery - Maintenance	Plant Operating Costs Allocated.	\$0.00
W0026	Coolibah Park - Maintenance	Employee Costs	\$2,000.00
W0026	Coolibah Park - Maintenance	Material & Contracts	\$999.99
W0026	Coolibah Park - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$16,897.00
W0026	Coolibah Park - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0026	Coolibah Park - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0027	Cypress Park - Maintenance	Employee Costs	\$15,000.00
W0027	Cypress Park - Maintenance	Material & Contracts	\$999.99
W0027	Cypress Park - Maintenance	Material & Contracts	\$999.99
W0027	Cypress Park - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$5,184.00
W0027	Cypress Park - Maintenance	Labour Overheads Allocated.	\$24,802.48
W0027	Cypress Park - Maintenance	Plant Operating Costs Allocated.	\$4,790.77
W0028	Jetty Walkway - Maintenance	Employee Costs	\$2,000.00
W0028	Jetty Walkway - Maintenance	Material & Contracts	\$2,000.00
W0028	Jetty Walkway - Maintenance	Material & Contracts	\$5,000.00
W0028	Jetty Walkway - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0028	Jetty Walkway - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0029	Botanical Gardens - Maintenance	Labour Overheads Allocated.	\$0.00
W0029	Botanical Gardens - Maintenance	Plant Operating Costs Allocated.	\$0.00

W0030	Golf Links Estate - Maintenance	Employee Costs	\$15,000.00
W0030	Golf Links Estate - Maintenance	Material & Contracts	\$999.99
W0030	Golf Links Estate - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$10,070.00
W0030	Golf Links Estate - Maintenance	Labour Overheads Allocated.	\$24,802.48
W0030	Golf Links Estate - Maintenance	Plant Operating Costs Allocated.	\$4,790.77
W0031	Playground Equipment Maintenance	Employee Costs	\$2,000.00
W0031	Playground Equipment Maintenance	Material & Contracts	\$0.00
W0031	Playground Equipment Maintenance	Material & Contracts	\$9,999.99
W0031	Playground Equipment Maintenance	Labour Overheads Allocated.	\$3,307.00
W0031	Playground Equipment Maintenance	Plant Operating Costs Allocated.	\$638.77
W0032	Misc Parks & Gardens - Fitzroy - Maintenance	Employee Costs	\$25,000.00
W0032	Misc Parks & Gardens - Fitzroy - Maintenance	Material & Contracts	\$12,000.00
W0032	Misc Parks & Gardens - Fitzroy - Maintenance	Material & Contracts	\$5,000.01
W0032	Misc Parks & Gardens - Fitzroy - Maintenance	Labour Overheads Allocated.	\$41,337.47
W0032	Misc Parks & Gardens - Fitzroy - Maintenance	Plant Operating Costs Allocated.	\$7,984.62
W0033	Fitzroy Oval - Maintenance	Employee Costs	\$50,000.00
W0033	Fitzroy Oval - Maintenance	Material & Contracts	\$4,999.34
W0033	Fitzroy Oval - Maintenance	Material & Contracts	\$4,999.34
W0033	Fitzroy Oval - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$15,612.00
W0033	Fitzroy Oval - Maintenance	Labour Overheads Allocated.	\$82,674.94
W0033	Fitzroy Oval - Maintenance	Plant Operating Costs Allocated.	\$15,969.23
W0034	Derby Youth Centre - Maintenance	Employee Costs	\$15,000.00
W0034	Derby Youth Centre - Maintenance	Material & Contracts	\$3,000.00
W0034	Derby Youth Centre - Maintenance	Material & Contracts	\$2,000.00
W0034	Derby Youth Centre - Maintenance	Labour Overheads Allocated.	\$24,802.48
W0034	Derby Youth Centre - Maintenance	Plant Operating Costs Allocated.	\$4,790.77
W0036	Street Maintenance - Area 1	Employee Costs	\$40,000.00
W0036	Street Maintenance - Area 1	Material & Contracts	\$2,000.01
W0036	Street Maintenance - Area 1	Material & Contracts	\$3,500.01
W0036	Street Maintenance - Area 1	Labour Overheads Allocated.	\$66,139.95
W0036	Street Maintenance - Area 1	Plant Operating Costs Allocated.	\$12,775.38
W0037	Street Maintenance Area 2	Employee Costs	\$40,000.00
W0037	Street Maintenance Area 2	Material & Contracts	\$5,499.33
W0037	Street Maintenance Area 2	Labour Overheads Allocated.	\$66,139.95
W0037	Street Maintenance Area 2	Plant Operating Costs Allocated.	\$12,775.38
W0038	Street Maintenance Area 3	Employee Costs	\$55,000.00
W0038	Street Maintenance Area 3	Material & Contracts	\$3,000.00
W0038	Street Maintenance Area 3	Labour Overheads Allocated.	\$90,942.44
W0038	Street Maintenance Area 3	Plant Operating Costs Allocated.	\$17,566.15
W0039	Street Maintenance Area 4	Employee Costs	\$45,000.00
W0039	Street Maintenance Area 4	Material & Contracts	\$2,000.01
W0039	Street Maintenance Area 4	Material & Contracts	\$2,499.99
W0039	Street Maintenance Area 4	Labour Overheads Allocated.	\$74,407.45
W0039	Street Maintenance Area 4	Plant Operating Costs Allocated.	\$14,372.31
W0040	Street Maintenance Area 5	Employee Costs	\$50,000.00
W0040	Street Maintenance Area 5	Material & Contracts	\$5,000.01

W0040	Street Maintenance Area 5	Material & Contracts	\$2,000.01
W0040	Street Maintenance Area 5	Labour Overheads Allocated.	\$82,674.94
W0040	Street Maintenance Area 5	Plant Operating Costs Allocated.	\$15,969.23
W0042	Street Trees - Derby - Maintenance	Employee Costs	\$20,000.00
W0042	Street Trees - Derby - Maintenance	Material & Contracts	\$25,000.00
W0042	Street Trees - Derby - Maintenance	Material & Contracts	\$1,000.00
W0042	Street Trees - Derby - Maintenance	Labour Overheads Allocated.	\$33,069.98
W0042	Street Trees - Derby - Maintenance	Plant Operating Costs Allocated.	\$6,387.69
W0043	Street Trees - Fitzroy - Maintenance	Employee Costs	\$2,000.00
W0043	Street Trees - Fitzroy - Maintenance	Material & Contracts	\$15,000.00
W0043	Street Trees - Fitzroy - Maintenance	Material & Contracts	\$1,000.00
W0043	Street Trees - Fitzroy - Maintenance	Utilities (Electricity, Water, Gas, Etc)	\$732.96
W0043	Street Trees - Fitzroy - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0043	Street Trees - Fitzroy - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0044	Rodeo Grounds And Racecourse - Derby - Maintenance	Employee Costs	\$0.00
W0044	Rodeo Grounds And Racecourse - Derby - Maintenance	Labour Overheads Allocated.	\$0.00
W0044	Rodeo Grounds And Racecourse - Derby - Maintenance	Plant Operating Costs Allocated.	\$0.00
W0046	Derby Airport - Maintenance	Employee Costs	\$2,000.00
W0046	Derby Airport - Maintenance	Material & Contracts	\$5,000.00
W0046	Derby Airport - Maintenance	Material & Contracts	\$10,000.00
W0046	Derby Airport - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0046	Derby Airport - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0047	Curtin Airport - Maintenance	Employee Costs	\$15,000.00
W0047	Curtin Airport - Maintenance	Material & Contracts	\$5,000.00
W0047	Curtin Airport - Maintenance	Labour Overheads Allocated.	\$24,802.48
W0047	Curtin Airport - Maintenance	Plant Operating Costs Allocated.	\$4,790.77
W0048	Fitzroy Airport - Maintenance	Employee Costs	\$30,000.00
W0048	Fitzroy Airport - Maintenance	Material & Contracts	\$8,000.00
W0048	Fitzroy Airport - Maintenance	Material & Contracts	\$8,000.00
W0048	Fitzroy Airport - Maintenance	Labour Overheads Allocated.	\$49,604.97
W0048	Fitzroy Airport - Maintenance	Plant Operating Costs Allocated.	\$9,581.54
W0052	Development Services Office Area - Maintenance	Employee Costs	\$2,000.00
W0052	Development Services Office Area - Maintenance	Material & Contracts	\$3,000.00
W0052	Development Services Office Area - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0052	Development Services Office Area - Maintenance	Plant Operating Costs Allocated.	\$733.18
W0053	Derby Swimming Pool - Maintenance	Employee Costs	\$40,000.00
W0053	Derby Swimming Pool - Maintenance	Material & Contracts	\$2,000.00
W0053	Derby Swimming Pool - Maintenance	Material & Contracts	\$2,000.00
W0053	Derby Swimming Pool - Maintenance	Labour Overheads Allocated.	\$66,139.95
W0053	Derby Swimming Pool - Maintenance	Plant Operating Costs Allocated.	\$12,775.38
W0054	Derby Depot Grounds Mtc - Maintenance	Employee Costs	\$45,000.00
W0054	Derby Depot Grounds Mtc - Maintenance	Material & Contracts	\$5,000.00
W0054	Derby Depot Grounds Mtc - Maintenance	Material & Contracts	\$8,000.00
W0054	Derby Depot Grounds Mtc - Maintenance	Labour Overheads Allocated.	\$74,407.45
W0054	Derby Depot Grounds Mtc - Maintenance	Plant Operating Costs Allocated.	\$14,372.31
W0055	Fitzroy Depot Grounds Mtc - Maintenance	Employee Costs	\$20,000.00

W0055	Fitzroy Depot Grounds Mtc - Maintenance	Material & Contracts	\$5,000.00
W0055	Fitzroy Depot Grounds Mtc - Maintenance	Material & Contracts	\$8,000.00
W0055	Fitzroy Depot Grounds Mtc - Maintenance	Labour Overheads Allocated.	\$33,069.98
W0055	Fitzroy Depot Grounds Mtc - Maintenance	Plant Operating Costs Allocated.	\$6,387.69
W0056	Admin Ground Mtc - Derby	Employee Costs	\$2,000.00
W0056	Admin Ground Mtc - Derby	Material & Contracts	\$1,000.00
W0056	Admin Ground Mtc - Derby	Material & Contracts	\$1,000.00
W0056	Admin Ground Mtc - Derby	Labour Overheads Allocated.	\$3,307.00
W0056	Admin Ground Mtc - Derby	Plant Operating Costs Allocated.	\$733.18
W0057	Admin Ground Mtc - Fxvc	Employee Costs	\$2,000.00
W0057	Admin Ground Mtc - Fxvc	Material & Contracts	\$3,000.00
W0057	Admin Ground Mtc - Fxvc	Labour Overheads Allocated.	\$3,307.00
W0057	Admin Ground Mtc - Fxvc	Plant Operating Costs Allocated.	\$733.18
W0061	Fitzroy Rec Centre Surrounds - Maintenance	Employee Costs	\$2,000.00
W0061	Fitzroy Rec Centre Surrounds - Maintenance	Material & Contracts	\$2,000.00
W0061	Fitzroy Rec Centre Surrounds - Maintenance	Labour Overheads Allocated.	\$3,307.00
W0061	Fitzroy Rec Centre Surrounds - Maintenance	Plant Operating Costs Allocated.	\$638.77
W0063	Fitzroy Gardens - Maintenance	Employee Costs	\$0.00
W0063	Fitzroy Gardens - Maintenance	Material & Contracts	\$0.00
W0063	Fitzroy Gardens - Maintenance	Material & Contracts	\$0.00
W0063	Fitzroy Gardens - Maintenance	Labour Overheads Allocated.	\$0.00
W0063	Fitzroy Gardens - Maintenance	Plant Operating Costs Allocated.	\$0.00



SHIRE OF DERBY / WEST KIMBERLEY
ASSET MANAGEMENT PLAN
ROADS
2023 - 2042

Document Control		Asset Management Plan - Roads			
Document ID :					
Rev No	Date	Revision Details	Author	Reviewer	Approver
A	21/11/2021	Issued for internal review	PJG	CNR	PJG
B	25/11/2021	Issued for client review	PJG	CNR	PJG
C	28/11/2022	Updated and re-issued for client review	PJG	CJS	PJG
0	29/11/2022	Issued for use	PJG	CJS	PJG

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan.....	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary.....	6
1.7	Asset Management Planning Practices	7
1.8	Monitoring and Improvement Program	7
2.0	INTRODUCTION	8
2.1	Background	8
2.2	Goals and Objectives of Asset Ownership	9
3.0	LEVELS OF SERVICE	12
3.1	Customer Research and Expectations	12
3.2	Strategic and Corporate Goals.....	12
3.3	Legislative Requirements	12
3.4	Customer Values.....	12
3.5	Customer Levels of Service.....	13
3.6	Technical Levels of Service.....	14
4.0	FUTURE DEMAND	16
4.1	Demand Drivers	16
4.2	Demand Forecasts	16
4.3	Demand Impact and Demand Management Plan	16
4.4	Asset Programs to meet Demand	16
4.5	Climate Change Adaptation	17
5.0	LIFECYCLE MANAGEMENT PLAN	18
5.1	Background Data	18
5.2	Operations and Maintenance Plan	18
5.3	Renewal Plan	18
5.4	Summary of future renewal costs.....	19
5.5	Acquisition Plan	20
5.6	Disposal Plan.....	21

6.0	RISK MANAGEMENT PLANNING	22
6.1	Critical Assets	22
6.2	Risk Assessment.....	22
6.3	Infrastructure Resilience Approach	23
6.4	Service and Risk Trade-Offs	24
7.0	FINANCIAL SUMMARY	25
7.1	Financial Sustainability and Projections	25
7.2	Funding Strategy.....	25
7.3	Valuation Forecasts	25
7.4	Key Assumptions Made in Financial Forecasts	25
7.5	Forecast Reliability and Confidence.....	26
8.0	PLAN IMPROVEMENT AND MONITORING	28
8.1	Status of Asset Management Practices	28
8.2	Improvement Plan	28
8.3	Monitoring and Review Procedures	29
8.4	Performance Measures	29
9.0	REFERENCES	30
10.0	APPENDICES	31
10.1	Appendix A - Acquisition Forecast	31
10.2	Appendix B - Operation Forecast.....	31
10.3	Appendix C - Maintenance Forecast	31
10.4	Appendix D - Renewal Forecast Summary.....	31
10.5	Appendix E - Disposal Summary	32
10.6	Appendix F - Budget Summary by Lifecycle Activity	32
10.7	Appendix G - Assets covered by this plan	32

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1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM plan) details information about Road assets, with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. Future iterations of this plan will define the services to be provided, how the services are provided and the funding required over a 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan is prepared as an initial 'core' asset management plan in accordance with the International Infrastructure Management Manual, and the Department of Local Government Asset Management Framework and Guidelines. It has been prepared primarily as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this version.

Users of this plan should recognise the base level of asset management maturity at which the Shire is currently situated and the progressive nature of its journey toward higher levels of asset management.

This AM plan should be read in conjunction with the Shire's Road Management Plan: Sealed Roads 2022-2027¹.

1.2 Asset Description

This plan covers the infrastructure assets that consist of sealed roads, road components, and signage.

Future iterations of this plan should be developed to include unsealed roads.

The Road asset class comprises:

Table 1: SDWK Road Assets

Asset Description	CRC (Current Replacement Cost)
Subgrade	\$116,576,706
Surface	\$6,330,084
Road Signs	\$112,890
Pavement Layer	\$150,306,866
Culvert	\$593,064
Minor Structures	\$2,815,750
Footpaths	\$1,168,273
Total	\$277,903,632

1.3 Levels of Service

It is unclear from the available data whether the current level of expenditure is sufficient to continue providing existing services at current levels for the planning period.

It should be noted that the Shire has an extensive road network and is heavily reliant on grant funding to maintain these assets.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population

¹ <https://www.sdwk.wa.gov.au/documents/349/report-road-management-upgrade-strategy-2022-27-sealed-roads-may-2022>

- Economy size and composition
- Climate

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. This iteration of the plan does not link directly to a Long Term Financial Plan.

The forecast 20 year outlay for sealed roads based on the 2021 AVP valuation data is estimated at \$68,248,664; or \$3,412,433 on average per year.

1.6 Financial Summary

1.6.1 What we will do

The Shire's Road Management Plan: Sealed Roads 2022-2027 outlines expenditure of \$18,640,940 over the next five years. This includes \$6,000,000 in disaster recovery funding due to flood damage. Excluding the \$6m results in a 5 year funding amount of \$12,640,940.

This is 74% of the cost to sustain the current level of service at the lowest lifecycle cost, however it should be noted that this is a preliminary figure which will be further refined in future iterations.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

Future iterations of this plan will seek to provide further clarity on the lifecycle cost of the Shire's road network, and the funding forecast for a period of 20 years in line with the Shire's other AM plans.

1.6.2 What we cannot do

It is likely that the current budget allocation and available grant funding is insufficient to maintain the Shire's network to an acceptable level.

Works and services that cannot be provided under present funding levels may include:

- Renewal as outlined in this plan, including overdue renewals
- Operations and maintenance to provide an acceptable level of service

1.6.3 Managing the Risks

Potential risk consequences of a budget shortfall include:

- Frequent service interruptions and high ongoing costs due to reactive and unplanned nature of maintenance
- Health and safety incident attributable to sub-standard road condition or layout.

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

- Implementing and optimising a planned preventative maintenance program

- Developing and implementing a procedure for regular inspections and hazard mitigation

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- The asset data contained in the 2021 APV valuation is largely correct and current.
- Renewal costs and timelines outlined in the 2021 APV valuation are sufficient for AM planning purposes
- This plan has been produced as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this iteration.

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.
- The asset register method based on AVP's valuation data was used for the calculation presented in this iteration of the plan. Despite this, the asset register hasn't been reviewed for accuracy or completeness.

As such this AM Plan is based on a low level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Review "F2 Asset Management Policy" and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.
- Prepare a comprehensive AM Strategy detailing:
 - how the Shire will achieve its AM objectives and targets set out in the Policy
 - a prioritised list of advanced AM plans to be developed
- Allocate sufficient resources as detailed in the AM strategy to meet the Policy objectives
- Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.
- Update valuation, condition, and replacement cost across all assets (combine this with Finance's regular valuation work).
- Complete a level of service review across all asset types to determine community expectation and priority of asset improvement.
- Prepare advanced AM plans as directed by the AM Strategy.
- Compare required funding in AM plans to available funding from LTFP and iterate if required.
- After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.
- Develop AM induction package for all new staff and elected officials.
- Evaluate AM program annually in accordance with the SCP, and report AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio.

2.0 INTRODUCTION

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Shire of Derby / West Kimberley planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Strategic Community Plan 2021 - 2031
- Long Term Financial Plan (LTFP) (draft)
- Corporate Business Plan (draft)
- Road Management Plan: Sealed Roads 2022-2027

Asset management is not currently performed to an acceptable standard by the Shire. The Improvement Plan in 8.2 sets out a pathway to align the Shire with best practice asset management standards.

The Road assets covered by this AM Plan include:

- Subgrade
- Surface
- Road Signs
- Pavement Layer
- Minor Structures (Roads)

For a listing of all assets covered by this AM Plan refer to the 2021 AVP Valuation report for Roads.

These assets are used to provide services to Shire staff, community groups, businesses, tourists, government organisations and the wider community.

The assets included in this plan have an estimated total replacement value of \$277,903,632.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.

Table 2: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Council	<ul style="list-style-type: none"> ▪ Represent needs of community/shareholders ▪ Allocate resources to meet planning objectives in providing services while managing risks ▪ Ensure service is sustainable
Executive	<ul style="list-style-type: none"> ▪ Endorse development and maintenance of AM plans ▪ Set priorities for AM development ▪ Implement annual reviews of AM plans and reporting of AM KPIs ▪ Ensure corporate knowledge and continuity of planning is maintained
Asset Manager	<ul style="list-style-type: none"> ▪ Develop AM plans as directed by Executive ▪ Analyse and process data provided by the Shire ▪ Communicate shortfalls and risks to Council and Executive
Asset Co-ordinator	<ul style="list-style-type: none"> ▪ Provide information to Asset Manager to assist with the AM process

The organisational structure for service delivery from infrastructure assets will be included in future iterations of this plan.

2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing, and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,

- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 ²
- ISO 55000³

² Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13

³ ISO 55000 Overview, principles and terminology

A roadmap for preparing an AM Plan is shown below.

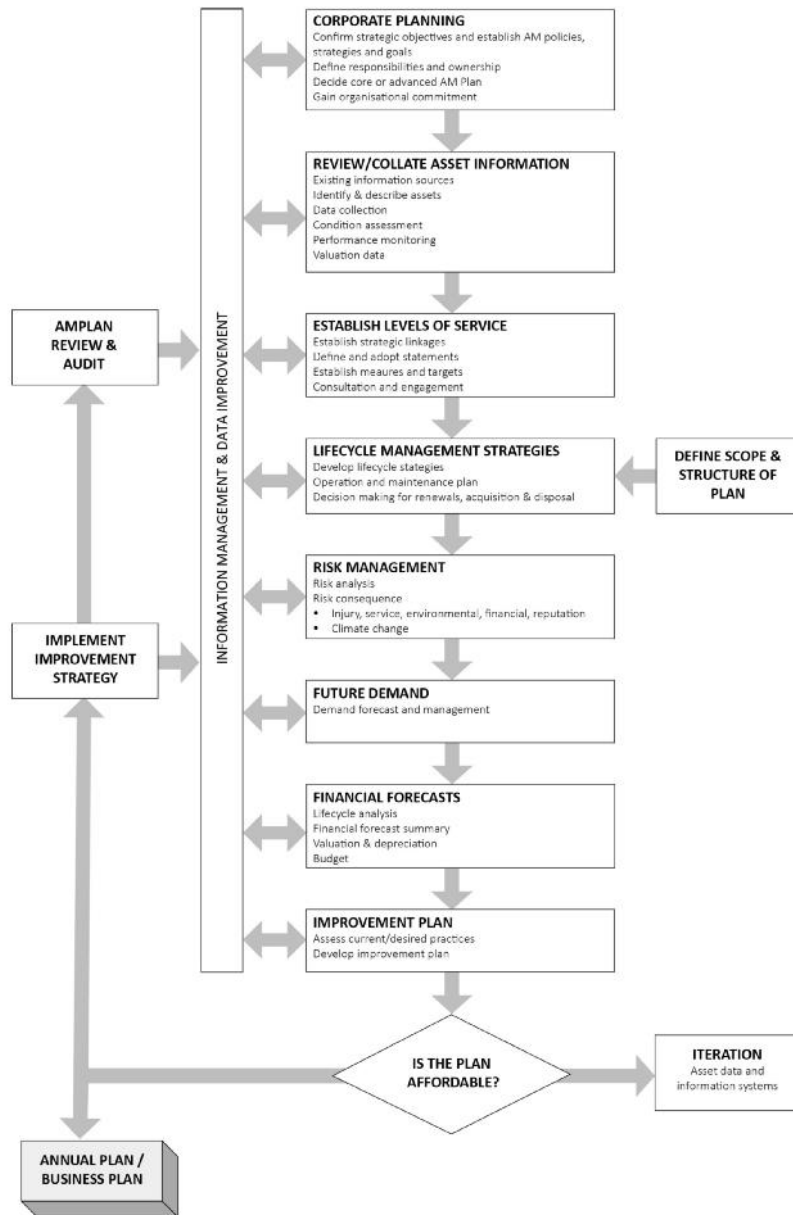


Figure 1: Roadmap for preparing an Asset Management Plan. Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11

3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by Council. Future iterations of the plan will incorporate customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the customer’s ability and willingness to pay for the service.

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Shire of Derby / West Kimberley vision, mission, goals, and objectives. The Strategic Community Plan for 2021-2031 outlines the intended direction of the Shire, and is available [here](#).

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Selected legislative requirements that impact the delivery of the service are outlined in Table 3.

Table 3: Legislative Requirements

Legislation	Requirement
Local Government Act 1995 and associated regulations	Sets out the role, purpose, responsibilities and the powers of local governments including the preparation of Strategic Community Plans and Corporate Business Plans informed by Long Term Financial Plans and Asset Management Plans.
Planning and Development Act 2005	Provides for an efficient and effective land use planning system in the State and promotes the sustainable use and development of land.
Heritage Act 2004	Provides for and encourages the conservation of heritage places.
Public Health Act 2016	Regulations of activities and the provision of services relating to public health.
Work Health and Safety Act 2020	An Act: <ul style="list-style-type: none"> • to make provision about, and in connection with: • the health and safety of workers; and • health and safety at workplaces; and • risks to health and safety arising from work
State Records Act 2000	Creation, storage and archiving of records and documents.
Environmental Protection Act 1986	Sets out requirements in respect to environmental protection.
Aboriginal Cultural Heritage Act 2021	Provides a modern framework for the recognition, protection, conservation and preservation of Aboriginal cultural heritage while recognising the fundamental importance of Aboriginal cultural heritage to Aboriginal people.
Native Title Act 1993	Law governing Native Title matters.

3.4 Customer Values

Service levels are defined in three ways:

- customer values,
- customer levels of service, and
- technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided, and
- the likely trend over time based on the current budget provision.

Customer values and levels of service are currently based on professional judgement of Shire Administration. Future iterations will allow for consultation with customers to provide more meaningful information about customer expectations of Shire controlled assets.

Table 4: Customer Values

Service Objective: Safe, functional assets which are fit-for-purpose			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Personal safety when using Shire assets	Customer surveys and feedback	Not accurately recorded	Anticipated to decrease if funding is not sufficient
High availability of Shire assets	Customer surveys and feedback	Not accurately recorded	Anticipated to decrease if funding is not sufficient
Fit-for-purpose assets which suit the needs of the customer	Customer surveys and feedback	Not accurately recorded	Anticipated to decrease if funding is not sufficient

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

- Condition** How good is the service ... what is the condition or quality of the service?
- Function** Is it suitable for its intended purpose Is it the right service?
- Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Assets in good working condition, and renewal conducted at end of useful life	Regular inspections and customer satisfaction surveys	TBC	Condition is likely to decrease if funding is not sufficient
	Confidence levels		TBC	Low Professional Judgement with no data evidence
Function	Assets suitable for intended use	Regular inspections and customer satisfaction surveys	Accurate data not available, however most assets appear to be suitable for their intended purpose.	No change in function is planned, so expected to remain constant
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence
Capacity	Suitable number of assets to provide the required service	Regular inspections and customer satisfaction surveys	Accurate data not available	Accurate data not available
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence

3.6 Technical Levels of Service

Technical Levels of Service relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

Acquisition – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Operation – the regular activities to provide services (e.g. cleaning, mowing grass, utilities, etc.)

Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),

Renewal – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Asset managers plan, implement and control technical service levels to influence the service outcomes.⁴

Table 6 shows the activities expected to be provided under the current 20 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan. As this is a Core AM Plan, the current and recommended performance and subsequent required budgets are yet to be confirmed.

Table 6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Provide sufficient assets to meet community demand	% of community demand met by current asset base	TBC in future iterations	100%
		FY23 Budget	TBC	TBC in future iterations
Operation	Ensure continual operation and availability of assets	% of downtime across asset classes due to operational issues	TBC in future iterations	< 2% of desired operation window (TBC)
		FY23 Budget	TBC	TBC in future iterations
Maintenance	Ensure assets are in good, usable condition	% of downtime across asset classes due to maintenance issues	TBC in future iterations	< 2% of desired operation window (TBC)
		FY23 Budget	TBC	TBC in future iterations
Renewal	Renewal of assets at end of useful life	% of assets by value which have exceeded the useful life	TBC in future iterations	0%
		FY23 Budget	TBC	TBC in future iterations
Disposal	Disposal of non-renewed assets and end of useful life	Number of outstanding assets scheduled for disposal	TBC in future iterations	TBC in future iterations
		FY23 Budget	TBC	TBC in future iterations

Note: * Current activities related to Planned Budget.

** Recommended performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

⁴ IPWEA, 2015, IIMM, p 2|28.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 7.

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

Opportunities identified to date for demand management are shown in Table 7. Further opportunities will be developed in future revisions of this AM Plan.

Table 7: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	7,730 ⁵	9,175 by 2031 ⁶	Increased population will increase demand for services	To be confirmed by Shire
Economy size and composition	To be confirmed	To be confirmed	To be confirmed	To be confirmed by Shire
Climate	To be confirmed	To be confirmed	To be confirmed	To be confirmed by Shire

4.4 Asset Programs to meet Demand

New assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in 5.4.

Acquiring new assets will commit the Shire to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (refer to Section 5).

⁵ SDWK SCP 2021-2031

⁶ Department of Planning, WA Tomorrow, Population Report No. 11 (50th percentile projection)

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.⁷ As a minimum we should consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities identified to date are shown in Table 8.

Table 8: Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm intensity and frequency	Increase	Likelihood of storm damage is increased	Conduct inspections and crack sealing before the wet season
Quantity and severity of rainfall	Increase	Likelihood of flooding is increased	Ensure existing drainage is effective

Additionally, the way in which we construct new assets should recognise that there is an opportunity to build in resilience to the impact of climate change. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 9 summarises some asset climate change resilience opportunities.

Table 9: Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
Storm damage	Increased potential damage to assets	Ensure suitable construction methods and materials are used
Flooding	Increased potential damage to assets	Ensure renewals include effective drainage methods

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future iterations of this AM Plan.

⁷ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Shire plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in the 2021 AVP Valuation Report.

Asset data for this plan was primarily sourced from the 2021 AVP Valuation Report. The confidence assessment for this data is shown in Section 7.5. Future iterations of this plan will incorporate more accurate data sources to enable more detailed analysis.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. Known service performance deficiencies are not currently documented here. This will be reviewed in future iterations.

5.1.3 Asset condition

Condition assessment is outlined in the Shire's Road Management Plan: Sealed Roads 2022-2027.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. An example of an operational activity is street sweeping.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include road patching, unsealed road grading.

The trend in O&M budget is not currently documented, and will be included in future iterations.

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

5.2.1 Asset hierarchy

Asset hierarchy is outlined in the Shire's Road Management Plan: Sealed Roads 2022-2027.

5.2.2 Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease.

A detailed analysis of existing operation and maintenance allocations is required to verify the adequacy of the planned expenditure.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The estimates for renewals in this AM Plan were based on 2021 AVP Valuation Report.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁸

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁹

The ranking criteria used to determine priority of identified renewal will be developed in future iterations of this plan.

5.4 Summary of future renewal costs

The forecast costs associated with renewals are shown in Figure 2.

⁸ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁹ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

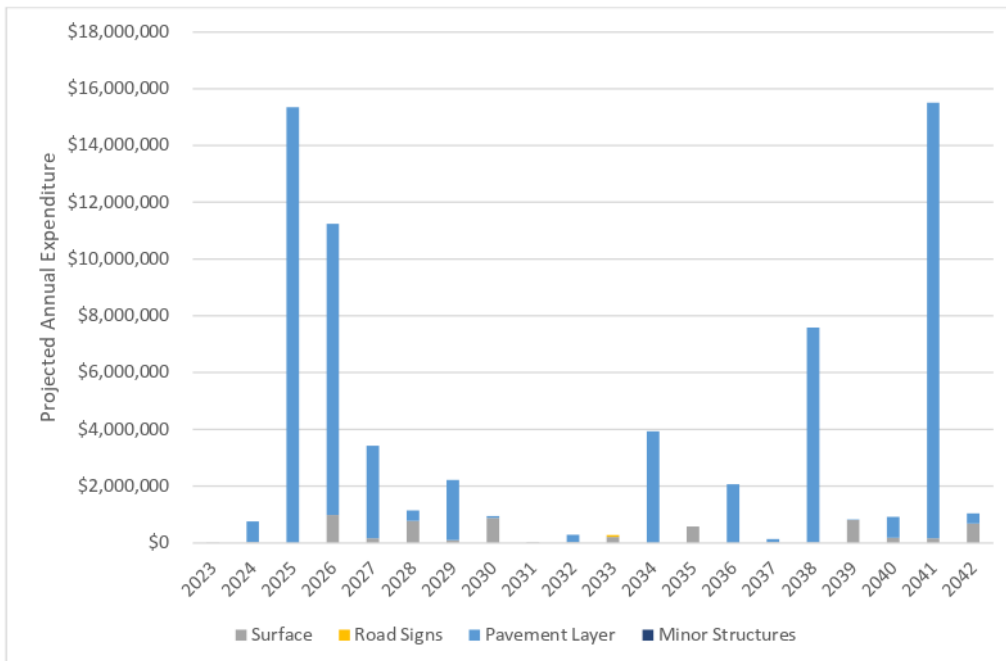


Figure 2: Forecast Renewal Costs

All figure values are shown in current day dollars.

The timing of these renewals is based solely on timing presented by AVP. This timing should be reviewed in conjunction with Shire Administration for future iterations. Renewal timing will be dictated by a number of factors including asset condition and funding availability.

5.5 Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Shire.

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Shire’s needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

The priority ranking criteria will be developed in future iterations of this plan.

5.5.2 Summary of future asset acquisition costs

Acquisitions and related costs have not been sufficiently determined in this iteration of the plan. Forecast acquisition asset costs will be included in future iterations.

When an entity commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

5.5.3 Summary of asset forecast costs

The financial projections for this asset class will be provided in future iterations.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal have not yet been determined.

6.0 RISK MANAGEMENT PLANNING

The purpose of asset risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from assets, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’¹⁰.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 10. Failure modes may include physical failure, collapse or essential service interruption.

Critical assets are yet to be identified by the Shire, and this will be addressed in future iterations of this plan.

Table 10: Critical Assets

Critical Asset(s)	Failure Mode	Impact
Not yet identified	N/A	N/A

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 3.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

¹⁰ ISO 31000:2009, p 2

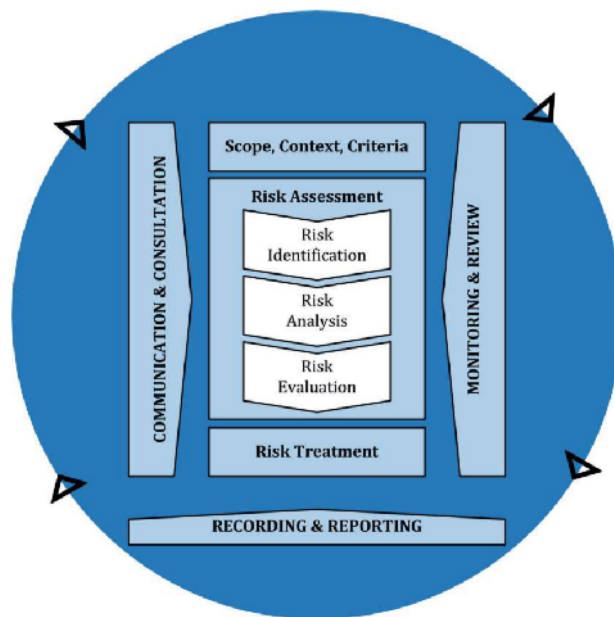


Figure 3: Risk Management Process – Abridged.

Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 11. It is essential that these critical risks and costs are reported to management and the Council.

Table 11: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Not yet identified	N/A	N/A	N/A	N/A	N/A

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

6.3 Infrastructure Resilience Approach

The resilience of critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions the Shire needs to understand its capacity to ‘withstand a given level of stress or demand’, and to respond to possible disruptions to ensure continuity of service.

The Shire does not currently measure resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 20 years. These include:

- Renewal as outlined in this plan, including overdue renewals
- Operations and maintenance to provide an acceptable level of service

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Frequent service interruptions due to the nature of unplanned property maintenance
- Higher ongoing costs due to the reactive and unplanned nature of maintenance

6.4.3 Risk trade-off

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

- Public liability incident attributable to sub-standard road condition or layout.
- Health and safety incident attributable to sub-standard road condition or layout.

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 20 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 20 years of the planning period).

The data relating to Road assets requires further development in order to provide the above indicators. This should be provided in future iterations of the plan

7.2 Funding Strategy

The proposed funding for assets is outlined in the Shire's Road Management Strategy: Sealed Roads 2022 – 2027.

The financial strategy determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The current valuation data was provided by the Shire and used as the basis of future renewal costs.

7.3.2 Valuation forecast

Asset values will increase if additional assets are added, or decrease if assets are removed from service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

- The asset data contained in the 2021 APV valuation is largely correct and current.
- Renewal costs and timelines outlined in the 2021 APV valuation are sufficient for AM planning purposes
- This plan has been produced as a discussion and planning tool for the purpose of informing the draft Long Term Financial Plan and draft Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this iteration.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a - E level scale¹¹ in accordance with Table 12.

Table 12: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 13.

The overall estimated confidence level for data used in this AM Plan is considered to be low.

¹¹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Table 13: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	D	Anecdotal evidence only. To be revised in future iterations.
Growth projections	D	Anecdotal evidence only. To be revised in future iterations.
Acquisition forecast	E	Insufficient information about customer requirements means acquisition requirements cannot be accurately forecast
Operation forecast	E	Sufficient data not currently available
Maintenance forecast	E	Sufficient data not currently available
Renewal forecast Asset values	B	Based solely on 2021 valuation data, but yet to be reviewed by Shire Administration
Asset useful lives	B	Based solely on 2021 valuation data, but yet to be reviewed by Shire Administration
Condition modelling	E	Sufficient data not currently available
Disposal forecast	E	Insufficient information about customer requirements means acquisition requirements cannot be accurately forecast

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹²

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is primarily third party valuations (AVP 2021).

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is SDWK's Policy, preceding AM documentation, and input from Shire Administration.

8.2 Improvement Plan

It is important that an entity recognise areas of the AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 14.

Table 14: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Review F2 Asset Management Policy and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.	Council and Executive	TBC	TBC
2	Prepare a comprehensive AM Strategy detailing: - how the Shire will achieve its AM objectives and targets set out in the Policy - prioritised list of AM plans to be developed	AM with input from Council and Executive	TBC	TBC
3	Allocate sufficient resources as detailed in the AM strategy to meet the Policy objectives	Council and Executive	TBC	TBC
4	Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.	AM, Finance	TBC	TBC
5	Update valuation, condition and replacement cost across all assets (combine this with Finance's regular valuation work)	Finance/AM	External asset valuer	TBC
6	Complete a level of service review across all asset types to determine community expectation and priority of asset improvement	AM with input from Council, Exec and Community	TBC	TBC
7	Prepare advanced AM plans as directed by the AM Strategy, including items not addressed in this iteration of the plan.	AM	TBC	TBC
8	Compare required funding in AM plans to available funding from LTFP, and iterate if required.	Finance & AM, with input from Council and Executive	TBC	TBC

¹² ISO 55000 Refers to this as the Asset Management System

9	After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.	AM with input from Council and Executive	TBC	TBC
10	Develop AM induction package for all new staff and elected officials.	AM	TBC	TBC
11	Evaluate AM program annually in accordance with the SCP, including reporting AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio	AM	TBC	TBC

8.3 Monitoring and Review Procedures

This AM Plan should be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan should be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget should be incorporated into the Long-Term Financial Plan once completed.

This AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

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- SDWK, 2021, Strategic Community Plan 2021 - 2031
- SDWK, 2019, F2 – Asset Management Policy
- SDWK, 2022, Road Management Strategy: Sealed Roads

10.0 APPENDICES**10.1 Appendix A - Acquisition Forecast****A.1 – Acquisition Forecast Assumptions and Source**

This iteration of the plan does not include acquisitions.

A.2 – Acquisition Project Summary

To be provided in future iterations.

A.3 – Acquisition Forecast Summary

To be provided in future iterations.

10.2 Appendix B - Operation Forecast**B.1 – Operation Forecast Assumptions and Source**

To be provided in future iterations.

B.2 – Operation Forecast Summary

To be provided in future iterations.

10.3 Appendix C - Maintenance Forecast**C.1 – Maintenance Forecast Assumptions and Source**

To be provided in future iterations.

C.2 – Maintenance Forecast Summary

To be provided in future iterations.

10.4 Appendix D - Renewal Forecast Summary**D.1 – Renewal Forecast Assumptions and Source**

Renewal forecast uses the data provided in the 2021 AVP Valuation.

D.2 – Renewal Project Summary

Asset-specific renewal details will be available in future iterations of this plan.

D.3 – Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast
2023	\$7,327
2024	\$759,096
2025	\$15,344,488
2026	\$11,238,960
2027	\$3,423,369
2028	\$1,146,042
2029	\$2,220,033
2030	\$949,487
2031	\$11,003
2032	\$289,075
2033	\$276,358
2034	\$3,928,755
2035	\$582,207
2036	\$2,068,697
2037	\$131,976
2038	\$7,581,301
2039	\$819,352
2040	\$921,082
2041	\$15,507,605
2042	\$1,042,450

10.5 Appendix E - Disposal Summary**E.1 – Disposal Forecast Assumptions and Source**

This iteration of the plan does not include disposals.

E.2 – Disposal Project Summary

To be provided in future iterations.

E.3 – Disposal Forecast Summary

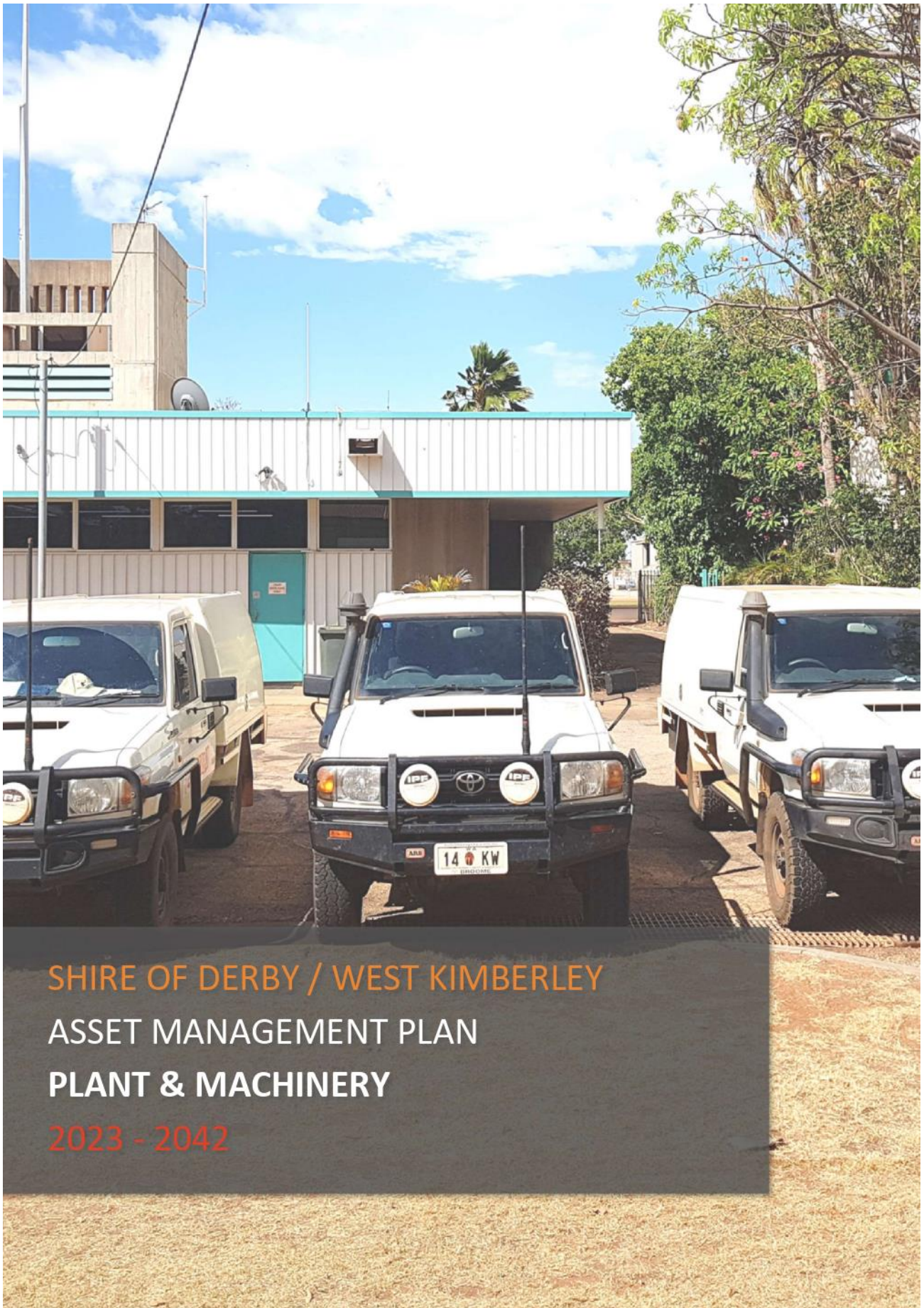
To be provided in future iterations.

10.6 Appendix F - Budget Summary by Lifecycle Activity

To be provided in future iterations.

10.7 Appendix G - Assets covered by this plan

See 2021 AVP Valuation Report.



SHIRE OF DERBY / WEST KIMBERLEY
ASSET MANAGEMENT PLAN
PLANT & MACHINERY
2023 - 2042

Document Control		Asset Management Plan – Plant & Machinery			
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0	29/11/2022	Issued for use	PJG	CJS	PJG

Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan.....	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan.....	6
1.6	Financial Summary.....	6
1.7	Asset Management Planning Practices	8
1.8	Monitoring and Improvement Program	9
2.0	INTRODUCTION	10
2.1	Background	10
2.2	Goals and Objectives of Asset Ownership	11
3.0	LEVELS OF SERVICE	14
3.1	Customer Research and Expectations	14
3.2	Strategic and Corporate Goals.....	14
3.3	Legislative Requirements	14
3.4	Customer Values.....	14
3.5	Customer Levels of Service.....	15
3.6	Technical Levels of Service.....	16
4.0	FUTURE DEMAND	18
4.1	Demand Drivers	18
4.2	Demand Forecasts	18
4.3	Demand Impact and Demand Management Plan	18
4.4	Asset Programs to meet Demand	19
4.5	Climate Change Adaptation.....	19
5.0	LIFECYCLE MANAGEMENT PLAN	21
5.1	Background Data	21
5.2	Operations and Maintenance Plan	22
5.3	Renewal Plan	23
5.4	Summary of future renewal costs.....	24
5.5	Acquisition Plan	24
5.6	Disposal Plan.....	26
6.0	RISK MANAGEMENT PLANNING	27

6.1	Critical Assets	27
6.2	Risk Assessment.....	27
6.3	Infrastructure Resilience Approach	28
6.4	Service and Risk Trade-Offs	29
7.0	FINANCIAL SUMMARY	30
7.1	Financial Sustainability and Projections	30
7.2	Funding Strategy.....	31
7.3	Valuation Forecasts	31
7.4	Key Assumptions Made in Financial Forecasts	31
7.5	Forecast Reliability and Confidence.....	31
8.0	PLAN IMPROVEMENT AND MONITORING	34
8.1	Status of Asset Management Practices	34
8.2	Improvement Plan	34
8.3	Monitoring and Review Procedures	35
8.4	Performance Measures	35
9.0	REFERENCES	36
10.0	APPENDICES	37
10.1	Appendix A - Acquisition Forecast	37
10.2	Appendix B - Operation Forecast.....	38
10.3	Appendix C - Maintenance Forecast	40
10.4	Appendix D - Renewal Forecast Summary.....	42
10.5	Appendix E - Disposal Summary	44
10.6	Appendix F - Budget Summary by Lifecycle Activity.....	45
10.7	Appendix G - Assets covered by this plan	46

This report has been prepared for and may only be used by the Shire of Derby / West Kimberley ("Shire") for its agreed intended purpose. The information presented within this report is primarily based on the information provided by the Shire. Westlake Services excludes any warranties, explicit or implied, to the extent permissible by law. This information is assumed to be accurate, and has not been independently checked or verified by Westlake Services. Westlake Services disclaims any liability arising from this or any other assumption(s) made being incorrect, and further disclaims any responsibility or liability arising from or in connection to this document to the maximum extent permitted by law.

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about Plant 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 be provided over a 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan is prepared as an initial 'core' asset management plan in accordance with the International Infrastructure Management Manual, and the Department of Local Government Asset Management Framework and Guidelines. It has been prepared primarily as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this version.

Users of this plan should recognise the base level of asset management maturity at which the Shire is currently situated and the progressive nature of its journey toward higher levels of asset management.

1.2 Asset Description

This plan covers the Plant assets that consist of fleet vehicles for Shire transport and plant for Shire operations.

The Plant asset class comprises:

Asset Description	CRC (Current Replacement Cost)	Number of Recorded Assets	Average Value Per Recorded Asset
Light Vehicles	\$1,956,396	41	\$47,717
Medium/Heavy Vehicles	\$1,041,500	10	\$104,150
Earthmovers	\$1,280,000	13	\$98,462
Small Plant	\$587,300	18	\$32,628
Trailers	\$141,000	9	\$15,667
Marine	\$100,000	2	\$50,000
Other (Plant)	\$412,890	8	\$51,611
Plant Total	\$5,519,086	101	\$54,644

1.3 Levels of Service

If the FY23 budget for Plant continues for the 20 year planning period, the allocation will be sufficient on average to provide existing services at current levels. This is likely not an accurate assumption, as the FY23 budget allows for several overdue renewals and is probably not indicative of the Shire's ability for future expenditure. The remainder of this plan will assume that the FY23 budget is anomalous, and that the historical trend of under-expenditure in this asset class is likely to continue.

The main service consequences of a budget shortfall over the planning period are:

- Operation and Maintenance funding may not be sufficient to maintain all assets to current service levels
- Renewal funding may not be sufficient to renew all assets when they reach the end of their useful life

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population
- Economy size and composition
- Climate

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan include operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. This iteration of the plan does not link directly to a Long Term Financial Plan, and is compared only to an extrapolation of the FY23 budget figures provided by the Shire.

The forecast 20 year outlay for Plant is estimated as \$22,880,283; or \$1,144,014 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for Plant based on the FY23 budget is \$1,322,325 per year. If this level of funding continues for the 20 year period, the total 20 year budget would be \$26,446,496.

This is 116% of the cost to sustain the current level of service at the lowest lifecycle cost, however as previously noted this is unlikely to continue for the entire planning period.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The extrapolation of the FY23 budget for Plant leaves a surplus of \$178,311 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with extrapolation of the FY23 budget. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

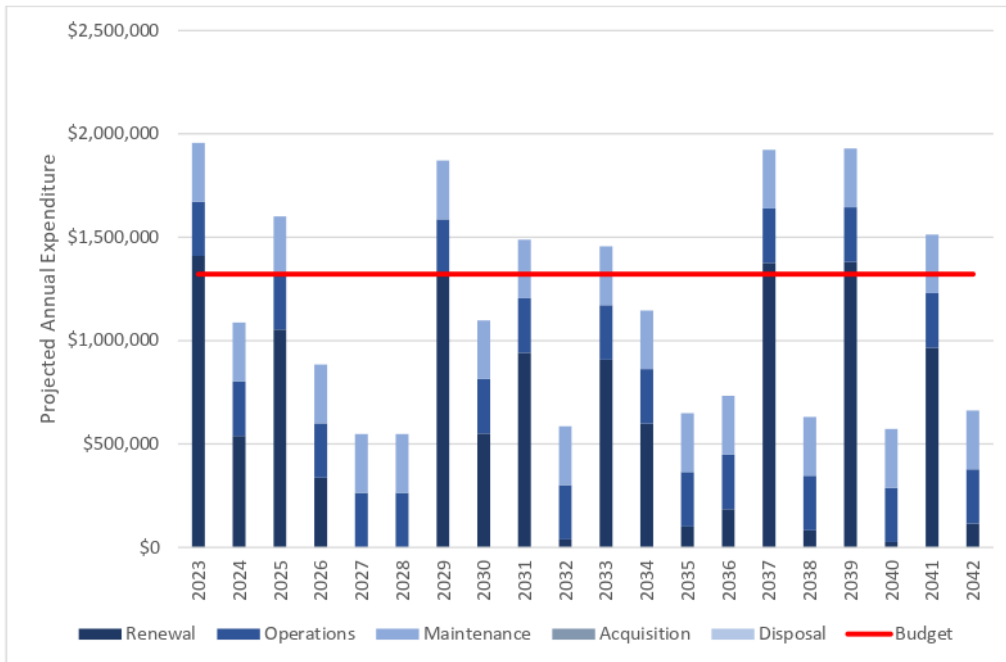


Figure values are in current dollars.

With the FY23 extrapolated budget, the Shire can provide services for the following:

- Operation, maintenance and renewal to a level similar to the present annual budget
- All planned renewals or acquisitions within the 20 year planning period.

1.6.2 What we cannot do

The extrapolated budget does not allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought.

If this budget does not continue, works and services that cannot be provided may include:

- Renewal and acquisition as outlined in this plan, including overdue renewals
- Operations and maintenance to provide an acceptable level of service

1.6.3 Managing the Risks

The extrapolated budget levels are sufficient to continue to manage risks in the medium term.

If this budget does not continue, the main risk consequences may include:

- Potential for significant service interruptions and high ongoing costs as a result of vehicle breakdown
- Public liability incident attributable to sub-standard plant condition

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

- Implementing and optimising a planned preventative maintenance program
- Developing and implementing a procedure for regular inspections and hazard mitigation

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- The asset data contained in the Synergy Asset Register and LGIS Insurance Schedules is largely correct and current. This data has been reviewed by Shire Administration, and while there are minor discrepancies, it appears mostly accurate.
- Renewal costs have been primarily calculated based on the WA Local Government Accounting Manual (WALGAM) Section 09 – Asset Accounting. Where the Manual did not provide relevant information for certain assets, peer reviewed professional judgement of Shire Administration has been used.
- Updated valuation data was not available, and so most valuation figures are based on the Shire’s last valuation in 2017, which are likely no longer accurate
- Operations and Maintenance costs are primarily based on previous input from the Shire’s Director of Technical and Development Services
- This plan has been produced as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire’s asset management planning processes, and future iterations will address many of the shortcomings of this iteration.

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

In general, the available data was not sufficient to use the asset register method when forecasting renewals for specific assets. As such, annual renewal amounts were calculated using WALGAM guidelines and generic timings. Outstanding renewals were calculated by analysing the asset consumption ratios, and professional judgement of the Shire Administration.

This AM Plan is based on a low level of confidence information.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Review F2 Asset Management Policy and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.
- Prepare a comprehensive AM Strategy detailing:
 - how the Shire will achieve its AM objectives and targets set out in the Policy
 - a prioritised list of advanced AM plans to be developed
- Allocate sufficient resources as detailed in the AM strategy to meet the Policy objectives
- Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.
- Update valuation, condition and replacement cost across all assets (combine this with Finance's regular valuation work).
- Complete a level of service review across all asset types to determine community expectation and priority of asset improvement.
- Prepare advanced AM plans as directed by the AM Strategy.
- Compare required funding in AM plans to available funding from LTFP, and iterate if required.
- After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.
- Develop AM induction package for all new staff and elected officials.
- Evaluate AM program annually in accordance with the SCP, and report AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio.

2.0 INTRODUCTION

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Shire of Derby / West Kimberley planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Strategic Community Plan 2021 - 2031
- Long Term Financial Plan (LTFP) (draft)
- Corporate Business Plan (draft)

Asset management is not currently performed to an acceptable standard by the Shire. The Improvement Plan in Section 8.2 sets out a pathway to align the Shire with best practice asset management standards.

The Plant assets covered by this AM Plan include:

- Light Vehicles
- Medium/Heavy Vehicles
- Earthmovers
- Small Plant
- Trailers
- Marine
- Other (Plant)

For a listing of all assets covered by this AM Plan refer to Appendix G.

These assets are used to provide transport for Shire staff, by the Shire's outdoor crew to perform operations such as mowing, earthworks and maintenance.

The assets included in this plan have an estimated total replacement value of \$5,519,086.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Council	<ul style="list-style-type: none"> ▪ Represent needs of community/shareholders, ▪ Allocate resources to meet planning objectives in providing services while managing risks, ▪ Ensure service is sustainable.
Executive	<ul style="list-style-type: none"> ▪ Endorse development and maintenance of AM plans ▪ Set priorities for AM development ▪ Implement annual reviews of AM plans and reporting of AM KPIs ▪ Ensure corporate knowledge and continuity of planning is maintained
Asset Manager	<ul style="list-style-type: none"> ▪ Develop AM plans as directed by Executive ▪ Analyse and process data provided by the Shire ▪ Communicate shortfalls and risks to Council and Executive
Shire Mechanic	<ul style="list-style-type: none"> ▪ Provide information to Asset Manager to assist with the AM process (not provided)

The organisational structure for service delivery from Plant assets will be included in future iterations of this plan.

2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,

- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

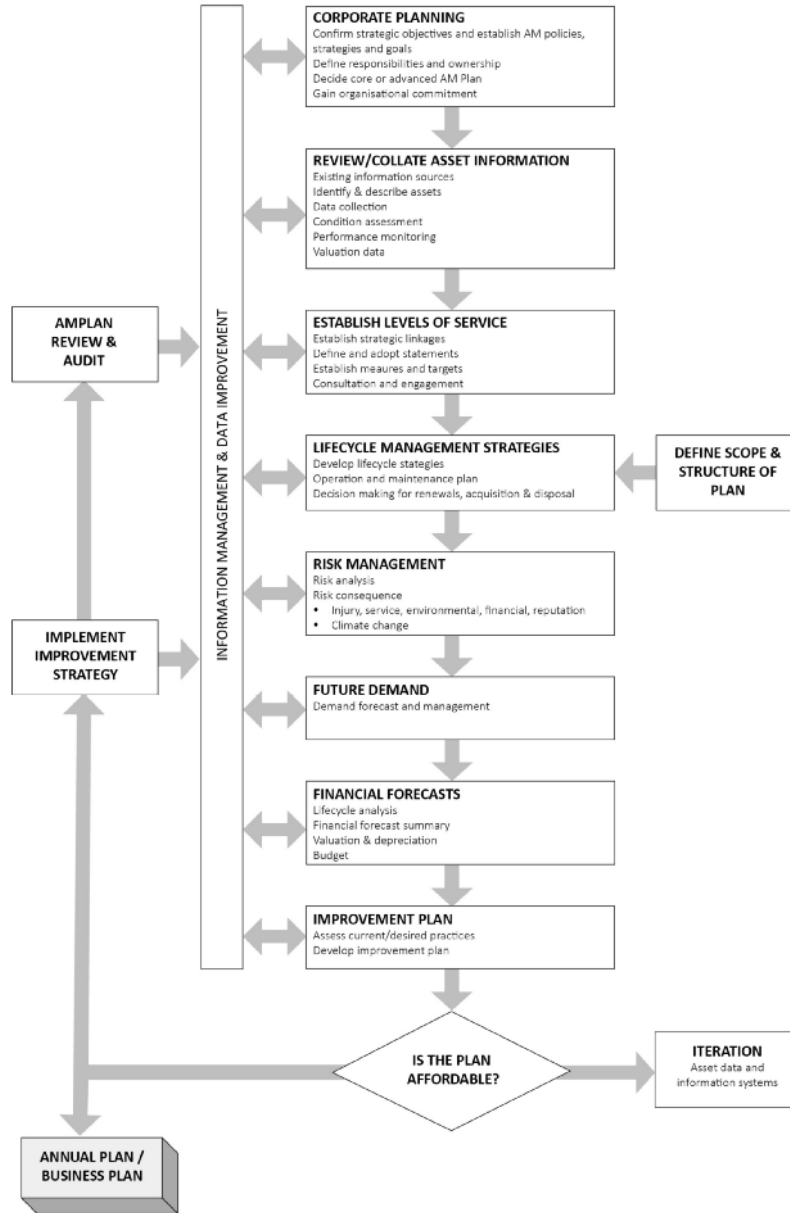
- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13

² ISO 55000 Overview, principles and terminology

A road map for preparing an AM Plan is shown below.

Road Map for preparing an Asset Management Plan
 Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by Council. Future iterations of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the customer’s ability and willingness to pay for the service.

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Shire of Derby / West Kimberley vision, mission, goals, and objectives. The Strategic Community Plan for 2021-2031 outlines the intended direction of the Shire, and is available [here](#).

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1995 and associated regulations	Sets out the role, purpose, responsibilities and the powers of local governments including the preparation of Strategic Community Plans and Corporate Business Plans informed by Long Term Financial Plans and Asset Management Plans
Disabilities Discrimination Act 1992	Provides protection against discrimination based on disability
Public Health Act 2016	Regulations of activities and the provision of services relating to public health.
Work Health and Safety Act 2020	An Act: <ul style="list-style-type: none"> • to make provision about, and in connection with: • the health and safety of workers; and • health and safety at workplaces; and • risks to health and safety arising from work
State Records Act 2000	Creation, storage and archiving of records and documents.
Environmental Protection Act 1986	Sets out requirements in respect to environmental protection.
Aboriginal Cultural Heritage Act 1992	Provides a modern framework for the recognition, protection, conservation and preservation of Aboriginal cultural heritage while recognising the fundamental importance of Aboriginal cultural heritage to Aboriginal people.
Native Title Act 1993	Law governing Native Title matters.

3.4 Customer Values

Service levels are defined in three ways:

- customer values,
- customer levels of service and
- technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Customer values and levels of service are currently based on professional judgement of Shire Administration. Future iterations will allow for consultation with customers to provide more meaningful information about customer expectations of Shire controlled assets.

Table 3.4: Customer Values

Service Objective: Safe, functional assets which are fit-for-purpose			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Personal safety when using Shire assets	Customer surveys and feedback	Not accurately recorded	Anticipated to decrease if funding is not sufficient
High reliability of Shire assets	Customer surveys and feedback	Not accurately recorded	Anticipated to decrease if funding is not sufficient
Fit-for-purpose assets which suit the needs of the customer	Customer surveys and feedback	Not accurately recorded	Not clear based on current information

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

- Condition** How good is the service ... what is the condition or quality of the service?
- Function** Is it suitable for its intended purpose Is it the right service?
- Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Assets in good working condition, and renewal conducted at end of useful life	Regular inspections and customer satisfaction surveys	Not met – significant portion of assets are nearing the end of their useful life and are no longer in good working condition, however 2022 renewals will help remedy this.	Likely to remain similar to current levels if expenditure remains the same
	Confidence levels		Medium Professional judgement supported by data sampling.	Low Professional Judgement with no data evidence
Function	Assets suitable for intended use	Regular inspections and customer satisfaction surveys	Accurate data not available, however most assets appear to be suitable for their intended purpose.	No change in function is planned, so expected to remain constant
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence
Capacity	Suitable number of assets to provide the required service	Regular inspections and customer satisfaction surveys	Accurate data not available, however there appears to be a reasonable number of assets available	Accurate data not available
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence

3.6 Technical Levels of Service

Technical Levels of Service relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library)
- **Operation** – the regular activities to provide services (e.g. cleaning, mowing grass, utilities, etc.)
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs)
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement)

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current 20 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan. As this is a Core AM Plan, the current and recommended performance and subsequent required budgets are yet to be determined.

FY23 operation and maintenance budget data was not available when this report was prepared, and so FY21 data has been used instead.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Provide sufficient assets to meet community demand	% of community demand met by current asset base	TBC in future iterations	100%
		Budget	\$0 (FY23)	TBC in future iterations
Operation	Ensure continual operation and availability of assets	% of downtime across asset classes due to operational issues	TBC in future iterations	< 2% of desired operation window (TBC)
		Budget	\$185,750 (FY23)	\$250,411
Maintenance	Ensure assets are in good, usable condition	% of downtime across asset classes due to maintenance issues	TBC in future iterations	< 2% of desired operation window (TBC)
		Budget	\$332,250 (FY23)	\$282,000
Renewal	Renewal of assets at end of useful life	% of assets by value which have exceeded the useful life	TBC in future iterations	0%
		Budget	\$804,325 (FY23)	\$553,894
Disposal	Disposal of non-renewed assets and end of useful life	Number of outstanding assets scheduled for disposal	TBC in future iterations	TBC in future iterations
		Budget	\$0 (FY23)	TBC in future iterations

Note: * Current activities related to Planned Budget.

** Recommended performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

³ IPWEA, 2015, IIMM, p 2|28.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets require further investigation, however preliminary information is shown below.

4.3 Demand Impact and Demand Management Plan

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

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

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	7,730 ⁴	9,175 by 2031 ⁵	Increased population will increase demand for services	To be confirmed
Economy size and composition	To be confirmed	To be confirmed	To be confirmed	To be confirmed
Climate	To be confirmed	To be confirmed	To be confirmed	To be confirmed
Vehicles allocated to Shire employees	To be confirmed	To be confirmed	Increased vehicle allocation will increase vehicle costs	To be confirmed
Proportion of maintenance conducted “in-house” (as opposed to outsourced)	To be confirmed	To be confirmed	Higher outsourced proportion will decrease costs relating to this asset class, however may result in increased costs elsewhere	To be confirmed

⁴ SDWK SCP 2021-2031

⁵ Department of Planning, WA Tomorrow, Population Report No. 11 (50th percentile projection)

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired or donated. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Shire to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.⁶

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm intensity and frequency	Increase	Likelihood of storm damage is increased	Ensure vehicles are protected from weather when not in use, and that adequate insurance is in force.
Average and maximum temperatures	Increase	Assets will be more reliant on effective cooling methods	Ensure assets provide a safe working environment and consider time-of-day specific operations

Additionally, the way in which we approach new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Plant assets availability is generally limited to a small number of mainstream suppliers. This limits the opportunity for the Shire to increase asset resilience outside mainstream availability. It is crucial however that the Shire considers the intensity of the environmental conditions faced by these assets when compared to typical design conditions. It is also crucial to ensure assets are fit for purpose and provide a safe working environment for Shire employees and the broader community.

⁶ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

The Shire may also look to mitigate the contribution of its assets to global warming. This may be done in a number of ways including:

- Offsetting carbon emissions from Plant and other asset classes
- Selecting low-emission vehicles
- Considering the integration of electric vehicles as technology becomes available.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future iterations of this AM Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Shire plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Appendix G.

Asset data for this plan was primarily extracted from Synergy, and does not provide a current register of the Shire’s fleet. Future iterations of this plan will incorporate more accurate data sources to enable more detailed analysis.

It is evident from high level analysis and asset sustainability calculations that a portion of the Shire’s assets have reached the end of their useful life, and require renewal.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there are insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Light vehicles	Many assets have exceeded the WALGAM guideline of renewal after 4 years, however this should be significantly improved with the purchase of new vehicles.
Vehicles (generally)	Insured values and details may not be aligned with actual attributes

The above service deficiencies were identified from discussion with Shire Administration.

5.1.3 Asset condition

Condition is currently monitored by the Shire’s depot staff, and through customer maintenance requests. Future work is needed to ensure a robust system is implemented to track asset condition and schedule maintenance.

Condition is measured using a 1 – 5 grading system⁷ as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

⁷ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

Condition ratings for Plant assets were not available for the preparation of this plan, and the condition profile will be provided in future iterations.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include insurance and registration.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include regular servicing and tyre replacement.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: O&M Budget Trends

Year	O&M Budget \$
FY23	\$518,000
Future years	To be confirmed by the Shire

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

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

Asset hierarchy

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

The service hierarchy is shown is Table 5.2.2.

Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Not yet determined	Will be developed for future iterations of the AM Plan

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease.

Budget figures for FY22 have been assumed to remain constant into the future, however this may not be sufficient to provide an adequate level of service. A detailed analysis of existing operation and maintenance allocations is required to verify whether that is adequate.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts is based on Section 9 – Asset Accounting of the WA Local Government Accounting Manual, shown in Appendix G.

The estimates for renewals in this AM Plan is based on average network renewals and staff judgement.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁸

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁹

The ranking criteria used to determine priority of identified renewal will be developed in future iterations of this plan.

⁸ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

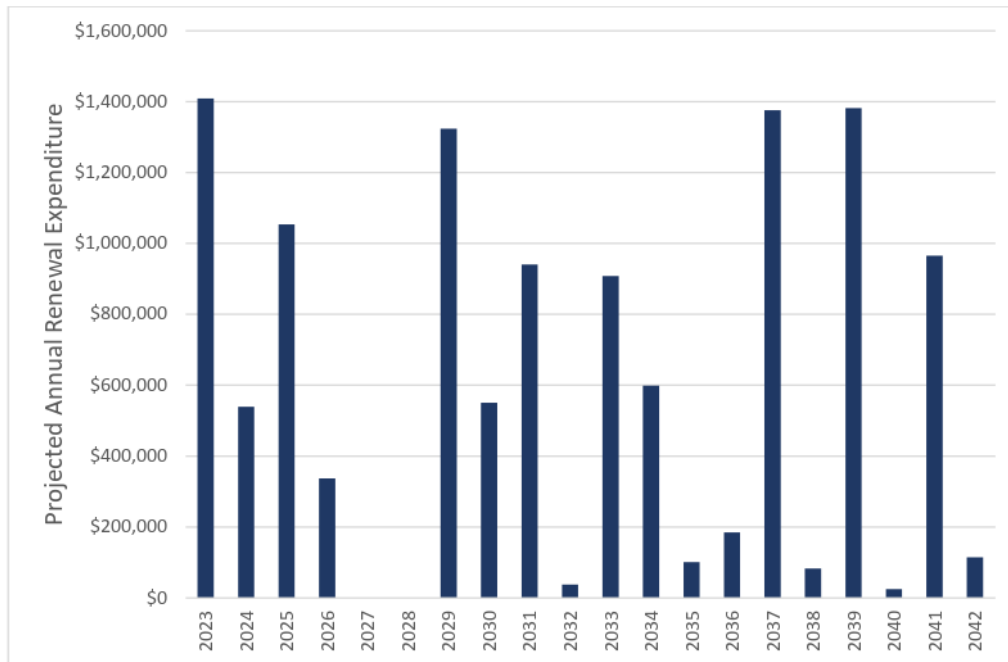
⁹ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

5.4 Summary of future renewal costs

The forecast costs associated with renewals are shown in Figure 5.4.1.

A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The previous iteration of this plan showed a significant ‘spike’ in renewal expenditure for the first year of the plan. This was the result of several existing assets already exceeding their useful life.

In this iteration of the plan, renewals have been distributed more evenly over the lifecycle planning period to better reflect potential for funding. Timing of specific renewals and the budget source for these will be discussed as the Shire progresses to detailed AM plans.

It should be noted that the level of renewal funding in FY22 may continue over the planning period, and insufficient renewal would represent a significant risk.

5.5 Acquisition Plan

Acquisition reflects new assets that did not previously exist, or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Shire.

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Shire’s needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the

services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

The priority ranking criteria will be developed in future iterations of this plan.

Summary of future asset acquisition costs

Acquisitions and related costs have not been sufficiently determined in this iteration of the plan. Forecast acquisition asset costs will be included in future iterations.

When an entity commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability.

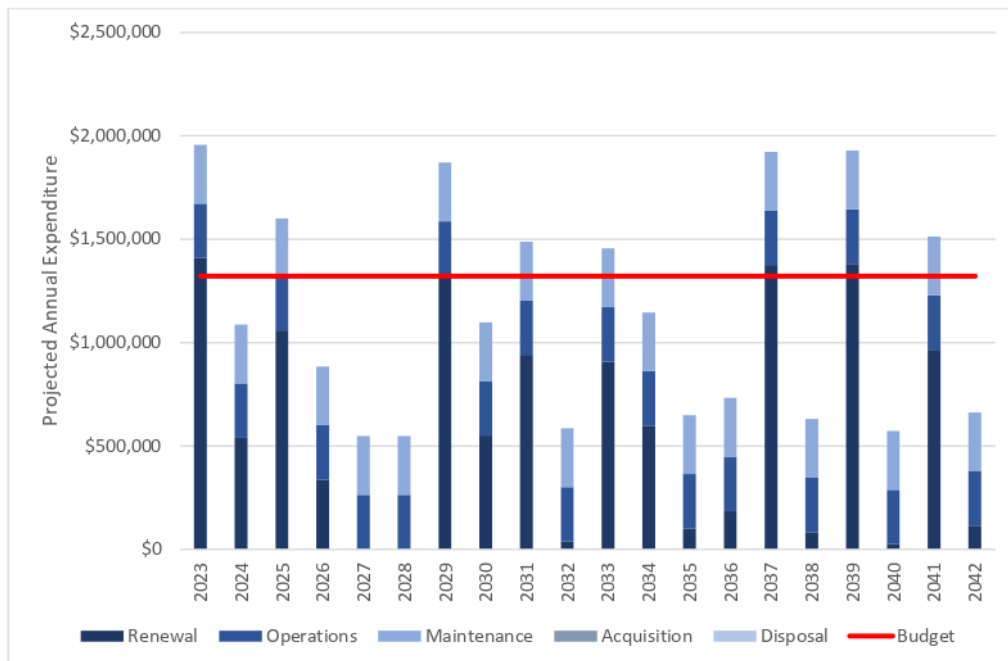
Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

As previously noted, the extrapolation of the FY23 budget would *on-average* accommodate the costs outlined in this plan. Future AM plans will provide link to the Shire’s long term financial plan to enable more reliable forecasting.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. 11 plant assets have been listed as disposed of in the last year, mostly through routine renewals by the Shire.

6.0 RISK MANAGEMENT PLANNING

The purpose of asset risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from assets, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’¹⁰.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Critical assets are yet to be identified by the Shire, and this will be addressed in future iterations of this plan.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Not yet identified	N/A	N/A

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

¹⁰ ISO 31000:2009, p 2

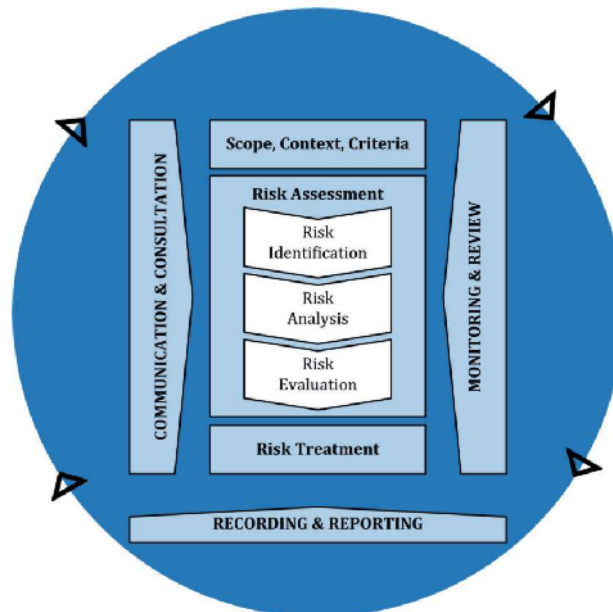


Fig 6.2 Risk Management Process – Abridged
 Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Not yet identified	N/A	N/A	N/A	N/A	N/A

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

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to ‘withstand a given level of stress or demand’, and to respond to possible disruptions to ensure continuity of service.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

The extrapolated budget does allocate sufficient funding to sustain these services at the proposed standard or to provide all new services being sought.

If this budget does not continue, works and services that cannot be provided may include:

- Renewal and acquisition as outlined in this plan, including overdue renewals
- Operations and maintenance to provide an acceptable level of service

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences may include:

- Potential for significant service interruptions and high ongoing costs as a result of vehicle breakdown
- Higher ongoing costs due to the reactive and unplanned nature of plant maintenance

6.4.3 Risk trade-off

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

- HSE incident for Shire employees or broader community in the event of vehicle malfunction
- Public liability incident attributable to sub-standard plant condition

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 20 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 20 years of the planning period).

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio is an important indicator and illustrates that using the extrapolated budget over the next 20 years the Shire expects to have 135% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget is illustrated in Appendix D.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 20 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner. This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$1,166,736 on average per year.

The FY23 extrapolated (budget) operations, maintenance and renewal funding is \$1,322,325 on average per year.

This gives a 10 year funding surplus of \$155,589 per year.

This indicates that 113% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget over the 10 year period. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Appendix F shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

We will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with customers.

7.2 Funding Strategy

The proposed funding for assets is outlined in the Shire's budget and draft Long-Term financial plan.

The financial strategy determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

Current valuation data was not available when this plan was prepared. Future iterations of this plan will include further detail on asset valuation data.

7.3.2 Valuation forecast

Asset values will increase if additional assets are added, or decrease if assets are removed from service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- The asset data contained in the Synergy Asset Register and LGIS Insurance Schedules is largely correct and current. This data has been reviewed by Shire Administration, and while there are minor discrepancies, it appears mostly accurate.
- Renewal costs have been primarily calculated based on the WA Local Government Accounting Manual (WALGAM) Section 09 – Asset Accounting. Where the Manual did not provide relevant information for certain assets, peer reviewed professional judgement of Shire Administration has been used.
- Updated valuation data was not available, and so most valuation figures are based on the Shire's last valuation in 2017, which are likely no longer accurate.
- Operations and Maintenance costs are primarily based on previous input from the Shire's Director of Technical and Development Services
- This plan has been produced as a discussion and planning tool for the purpose of informing the draft Long Term Financial Plan and draft Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this iteration.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a - E level scale¹¹ in accordance with Table 7.5.1.

¹¹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level and reliability of data used in this AM Plan is shown in Table 7.5.2.

The overall estimated confidence level for data used in this AM Plan is considered to be low.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	D	Anecdotal evidence only. To be revised in future iterations.
Growth projections	D	Anecdotal evidence only. To be revised in future iterations.
Acquisition forecast	E	Insufficient information about customer requirements means acquisition requirements cannot be accurately forecast
Operation forecast	D	Based on FY23 Budget extended over planning period. To be revised in future iterations.
Maintenance forecast	D	Based on FY23 Budget extended over planning period. To be revised in future iterations.
Renewal forecast Asset values	C	Based either on third party valuations from 2017, or recent purchase information. To be revised in future iterations.
Asset useful lives	C	Based on WALGA accounting guidelines, but not adjusted for the SDWK regional requirements or Council guidance. To be revised in future iterations.
Condition modelling	E	Not yet conducted for most assets.
Disposal forecast	D	Insufficient information about customer requirements means acquisition requirements cannot be accurately forecast

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹²

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is FY23 budget data, SDWK’s Asset Register, WALGAM Useful Life guidelines, and third party valuations.

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is SDWK’s Policy, preceding AM documentation, and input from Shire Administration.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Review F2 Asset Management Policy and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.	Council and Executive	TBC	TBC
2	Prepare a comprehensive AM Strategy detailing: - how the Shire will achieve its AM objectives and targets set out in the Policy - prioritised list of AM plans to be developed	AM with input from Council and Executive	TBC	TBC
3	Allocate sufficient resources as detailed in the AM strategy to meet the Policy objectives	Council and Executive	TBC	TBC
4	Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.	AM, Finance	TBC	TBC
5	Update valuation, condition and replacement cost across all assets (combine this with Finance’s regular valuation work)	Finance/AM	External asset valuer	TBC
6	Complete a level of service review across all asset types to determine community expectation and priority of asset improvement	AM with input from Council, Exec and Community	TBC	TBC
7	Prepare advanced AM plans as directed by the AM Strategy, including items not addressed in this iteration of the plan.	AM	TBC	TBC
8	Compare required funding in AM plans to available funding from LTFP, and iterate if required.	Finance & AM, with input from Council and Executive	TBC	TBC

¹² ISO 55000 Refers to this as the Asset Management System

9	After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.	AM with input from Council and Executive	TBC	TBC
10	Develop AM induction package for all new staff and elected officials.	AM	TBC	TBC
11	Evaluate AM program annually in accordance with the SCP, including reporting AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio	AM	TBC	TBC

8.3 Monitoring and Review Procedures

This AM Plan should be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan should be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget should be incorporated into the Long-Term Financial Plan once completed.

This AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the ‘global’ works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

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- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
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- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
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- SDWK, 2021, Strategic Community Plan 2021 - 2031
- SDWK, 2019, F2 – Asset Management Policy
- SDWK, 2013, Property AM Plan

10.0 APPENDICES

10.1 Appendix A - Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

This iteration of the plan does not include acquisitions other than those outlined in the FY23 budget.

A.2 – Acquisition Project Summary

To be provided in future iterations.

A.3 – Acquisition Forecast Summary

To be provided in future iterations.

10.2 Appendix B - Operation Forecast

B.1 – Operation Forecast Assumptions and Source

Operations cost and frequency data is based on previous input from the Shire’s Director of Technical and Development Services.

The typical inputs for each category are shown below, however these may have been varied for individual assets.

Description	Amount	Frequency
	\$	every X yr
5.1 Light Vehicles		
Insurance	1.9630%	1
Operations	\$2,000	1
5.2 Medium/Heavy Vehicles		
Insurance	1.9630%	1
Operations	\$3,000	1
5.3 Earthmovers		
Insurance	1.9630%	1
Operations	\$4,000	1
5.4 Small Plant		
Insurance	1.9630%	1
Operations	\$1,500	1
5.5 Trailers		
Insurance	1.9630%	1
Operations	\$1,000	1
5.6 Marine		
Insurance	1.9630%	1
5.7 Other (Plant)		
Insurance	nil	
Operations	Asset Specific	1

B.2 – Operation Forecast Summary

Table B2 - Operation Forecast Summary

Year	Operation Forecast
2023	\$263,516
2024	\$263,516
2025	\$263,516
2026	\$263,516
2027	\$263,516
2028	\$263,516
2029	\$263,516
2030	\$263,516
2031	\$263,516
2032	\$263,516
2033	\$263,516
2034	\$263,516
2035	\$263,516
2036	\$263,516
2037	\$263,516
2038	\$263,516
2039	\$263,516
2040	\$263,516
2041	\$263,516
2042	\$263,516

10.3 Appendix C - Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

Maintenance cost and frequency data is based on previous input from the Shire’s Director of Technical and Development Services.

The typical inputs for each category are shown below, however these may have been varied for individual assets.

Description	Amount	Frequency
	\$	every X yr
5.1 Light Vehicles		
Maintenance	\$3,000	1
5.2 Medium/Heavy Vehicles		
Maintenance	\$4,500	1
5.3 Earthmovers		
Maintenance	\$8,000	1
5.4 Small Plant		
Maintenance	\$3,000	1
5.5 Trailers		
Maintenance	\$1,000	1
5.6 Marine		
Maintenance	nil allocated	
5.7 Other (Plant)		
Maintenance	nil allocated	

C.2 – Maintenance Forecast Summary

Year	Maintenance Forecast
2023	\$284,000
2024	\$284,000
2025	\$284,000
2026	\$284,000
2027	\$284,000
2028	\$284,000
2029	\$284,000
2030	\$284,000
2031	\$284,000
2032	\$284,000
2033	\$284,000
2034	\$284,000
2035	\$284,000
2036	\$284,000
2037	\$284,000
2038	\$284,000
2039	\$284,000
2040	\$284,000
2041	\$284,000
2042	\$284,000

10.4 Appendix D - Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

The typical useful lives of assets used to develop projected asset renewal forecasts is generally based on the midpoint figures from Section 9 – Asset Accounting of the WA Local Government Accounting Manual:

ASSET DESCRIPTION	CLASS	RANGE	MID POINT	EXAMPLE	BASED ON USEFUL LIFE RANGE AND RESIDUAL VALUE	BASED ON USEFUL LIFE MID POINT AND RESIDUAL VALUE
		USEFUL LIFE	USEFUL LIFE	RESIDUAL VALUE	DEPRECIATION RATE	DEPRECIATION RATE
Drinking Fountains	Plant and Equipment	10 to 20	15	10.00%	9.00% to 4.50%	6.00%
Bulldozers	Plant and Equipment	5 to 15	10	20.00%	16.00% to 5.33%	8.00%
Construction Plant	Plant and Equipment	5 to 10	7	10.00%	18.00% to 9.00%	12.86%
Decorations	Plant and Equipment	3 to 10	5	5.00%	31.67% to 9.50%	19.00%
Earthmoving Equipment	Plant and Equipment	5 to 10	8	15.00%	17.00% to 8.50%	10.63%
Elevating Platform (large)	Plant and Equipment	5 to 10	7	20.00%	16.00% to 8.00%	11.43%
Elevating Platform (small)	Plant and Equipment	5 to 10	7	15.00%	17.00% to 8.50%	12.14%
Four Wheel Drive Vehicles	Plant and Equipment	3 to 8	5	50.00%	16.67% to 6.25%	10.00%
Global Positioning Systems (GPS)	Plant and Equipment	3 to 7	5	10.00%	30.00% to 12.86%	18.00%
Graders	Plant and Equipment	5 to 15	10	20.00%	16.00% to 5.33%	8.00%
Gully Educators	Plant and Equipment	10 to 20	12	20.00%	8.00% to 4.00%	6.67%
Line Markers	Plant and Equipment	7 to 13	10	10.00%	12.86% to 6.92%	9.00%
Loaders	Plant and Equipment	5 to 9	7	40.00%	12.00% to 6.67%	8.57%
Minor Plant	Plant and Equipment	3 to 7	5	10.00%	30.00% to 12.86%	18.00%
Motor Cycles	Plant and Equipment	3 to 7	4	25.00%	25.00% to 10.71%	18.75%
Motor Vehicles	Plant and Equipment	2 to 4	3	50.00%	25.00% to 12.50%	16.67%
Mowers	Plant and Equipment	3 to 7	5	20.00%	26.67% to 11.43%	16.00%
Plant Boxes	Plant and Equipment	5 to 10	7	0.00%	20.00% to 10.00%	14.29%
Playground Equipment	Plant and Equipment	5 to 15	10	5.00%	19.00% to 6.33%	9.50%
Power Generators	Plant and Equipment	8 to 15	10	10.00%	11.25% to 6.00%	9.00%
Pumping Equipment	Plant and Equipment	8 to 15	10	5.00%	11.88% to 6.33%	9.50%
Pumps and Bores	Plant and Equipment	10 to 20	15	5.00%	9.50% to 4.75%	6.33%
Radio Communication Equipment	Plant and Equipment	10 to 20	15	10.00%	9.00% to 4.50%	6.00%
Recreation Equipment	Plant and Equipment	5 to 10	7	10.00%	18.00% to 9.00%	12.86%
Recycling Equipment	Plant and Equipment	5 to 15	10	5.00%	19.00% to 6.33%	9.50%
Ride on Mower	Plant and Equipment	3 to 5	4	50.00%	16.67% to 10.00%	12.50%
Road Cleaners	Plant and Equipment	7 to 13	10	20.00%	11.43% to 6.15%	8.00%
Road Making Equipment	Plant and Equipment	5 to 8	6	20.00%	16.00% to 10.00%	13.33%
Rollers	Plant and Equipment	5 to 15	10	10.00%	18.00% to 6.00%	9.00%
Rubbish Bins	Plant and Equipment	3 to 10	6	0.00%	33.33% to 10.00%	16.67%
Scaffolding	Plant and Equipment	10 to 20	15	5.00%	9.50% to 4.75%	6.33%
Security Systems	Plant and Equipment	8 to 15	10	0.00%	12.50% to 6.67%	10.00%
Sedans	Plant and Equipment	2 to 4	3	90.00%	5.00% to 2.50%	3.33%
Sound Equipment	Plant and Equipment	5 to 9	7	5.00%	19.00% to 10.56%	13.57%
Sports Equipment	Plant and Equipment	5 to 9	7	15.00%	17.00% to 9.44%	12.14%
Street Cleaners	Plant and Equipment	8 to 12	10	20.00%	10.00% to 6.67%	8.00%
Street Furniture	Plant and Equipment	15 to 25	20	5.00%	6.33% to 3.80%	4.75%
Street Sweeper	Plant and Equipment	8 to 12	10	20.00%	10.00% to 6.67%	8.00%
Surveying Equipment	Plant and Equipment	3 to 7	5	10.00%	30.00% to 12.86%	18.00%
Tools	Plant and Equipment	3 to 9	6	0.00%	33.33% to 11.11%	16.67%
Tractors	Plant and Equipment	5 to 9	7	20.00%	16.00% to 8.89%	11.43%
Trailers	Plant and Equipment	5 to 15	10	15.00%	17.00% to 5.67%	8.50%
Trucks - Heavy	Plant and Equipment	5 to 9	7	20.00%	16.00% to 8.89%	11.43%
Trucks - Light	Plant and Equipment	3 to 7	5	25.00%	25.00% to 10.71%	15.00%
TV Rebroadcasting Equipment	Plant and Equipment	10 to 20	15	20.00%	8.00% to 4.00%	5.33%
Utilities or Panel Vans	Plant and Equipment	2 to 5	3	85.00%	7.50% to 3.00%	5.00%
Waste Disposal Machines	Plant and Equipment	7 to 13	10	7.00%	13.29% to 7.15%	9.30%
Waste Disposal Vehicles	Plant and Equipment	5 to 10	6	10.00%	18.00% to 9.00%	15.00%
Impound Yard Fencing	Plant and Equipment	10 to 20	15	5.00%	9.50% to 4.75%	6.33%
Volunteer Bush Fire Fighting Light Vehicle	Plant and Equipment	5 to 10	7	15.00%	17.00% to 8.50%	12.14%
Leased Vehicle (5 year lease)	Plant and Equipment - Under Lease	5 to 5	5	0.00%	20.00% to 20.00%	20.00%

D.2 – Renewal Project Summary

Asset-specific renewal details will be available in future iterations of this plan.

D.3 – Renewal Forecast Summary**Table D3 - Renewal Forecast Summary**

Year	Renewal Forecast
2023	\$1,408,950
2024	\$539,310
2025	\$1,053,843
2026	\$336,855
2027	\$0
2028	\$0
2029	\$1,323,753
2030	\$550,655
2031	\$940,950
2032	\$37,890
2033	\$908,043
2034	\$598,665
2035	\$100,800
2036	\$185,000
2037	\$1,376,043
2038	\$82,655
2039	\$1,381,660
2040	\$25,000
2041	\$965,543
2042	\$114,355

10.5 Appendix E - Disposal Summary**E.1 – Disposal Forecast Assumptions and Source**

11 plant assets have been listed as disposed of in the last year, mostly through routine renewals by the Shire. A disposal forecast was not available when this plan was prepared.

E.2 – Disposal Project Summary

To be provided in future iterations.

E.3 – Disposal Forecast Summary

To be provided in future iterations.

10.6 Appendix F - Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2023	\$0	\$263,516	\$284,000	\$1,408,950	\$0	\$1,956,466
2024	\$0	\$263,516	\$284,000	\$539,310	\$0	\$1,086,826
2025	\$0	\$263,516	\$284,000	\$1,053,843	\$0	\$1,601,358
2026	\$0	\$263,516	\$284,000	\$336,855	\$0	\$884,371
2027	\$0	\$263,516	\$284,000	\$0	\$0	\$547,516
2028	\$0	\$263,516	\$284,000	\$0	\$0	\$547,516
2029	\$0	\$263,516	\$284,000	\$1,323,753	\$0	\$1,871,268
2030	\$0	\$263,516	\$284,000	\$550,655	\$0	\$1,098,171
2031	\$0	\$263,516	\$284,000	\$940,950	\$0	\$1,488,466
2032	\$0	\$263,516	\$284,000	\$37,890	\$0	\$585,406
2033	\$0	\$263,516	\$284,000	\$908,043	\$0	\$1,455,558
2034	\$0	\$263,516	\$284,000	\$598,665	\$0	\$1,146,181
2035	\$0	\$263,516	\$284,000	\$100,800	\$0	\$648,316
2036	\$0	\$263,516	\$284,000	\$185,000	\$0	\$732,516
2037	\$0	\$263,516	\$284,000	\$1,376,043	\$0	\$1,923,558
2038	\$0	\$263,516	\$284,000	\$82,655	\$0	\$630,171
2039	\$0	\$263,516	\$284,000	\$1,381,660	\$0	\$1,929,176
2040	\$0	\$263,516	\$284,000	\$25,000	\$0	\$572,516
2041	\$0	\$263,516	\$284,000	\$965,543	\$0	\$1,513,058
2042	\$0	\$263,516	\$284,000	\$114,355	\$0	\$661,871

10.7 Appendix G - Assets covered by this plan**5.1 Light Vehicles**

5.1 Light Vehicles 4894	TOYOTA LANDCRUISER 1BPD691
5.1 Light Vehicles 4924	TOYOTA LANDCRUISER 1CJO625 - HAMLET GROVE BUSH FIRE BRIGADE (FESA)
5.1 Light Vehicles 4928	NISSAN PATROL DX 4.2 CAB CHASSIS KW14 - MECHANIC
5.1 Light Vehicles 4938	TOYOTA TROOP CARRIER - 1BSR168 - YOUTH SERVICE
5.1 Light Vehicles 4947	TOYOTA HILUX 4X2 SINGLE CAB UTE (SECOND HAND) KW21- PORT SECURITY
5.1 Light Vehicles 4961	Nissan Navara single cab diesel registration 12KW - previously 1CYO759
5.1 Light Vehicles 4981	10KW - 2011 NISSAN NAVARA DUALCAB (EX 1DNM328) - LEADING HAND
5.1 Light Vehicles 4982	31KW - 2011 DIESEL RANGER TRAY BACK (EX 1DNR603)
5.1 Light Vehicles 4983	2010 NISSAN NAVARA TRAY TOP (EX 1DNM323) - DERBY RETICULATION
5.1 Light Vehicles 4996	TOYOTA KLUGER WAGON 13KW - FXAM
5.1 Light Vehicles 5000	TOYOTA HILUX 15KW - TO BE SOLD
5.1 Light Vehicles 5012	TOYOTA HILUX 4X4 3.0L T/D 11KW - P56 - EHO
5.1 Light Vehicles 5013	TOYOTA HILUX 4X4 3.0L T/D 16KW - RANGER P57
5.1 Light Vehicles 5014	TOYOTA LANDCRUISER 70 T/D WORKMATE 1EBS066
5.1 Light Vehicles 5015	TOYOTA PRADO 3.0L T/D 5 DOOR WAGON GX - 2KW -P58
5.1 Light Vehicles 5021	5 KW - FORD RANGER DUAL CAB (PREV 1EEU346) (ETO)-P69
5.1 Light Vehicles 5024	FORD PX RANGER EL 4X2 2.2L TURBO DIESEL - 1EDC966 (PARKS & GARDENS)-P66
5.1 Light Vehicles 5026	FORD RANGER 3.2L DIESEL XL CAB CHASSIS (1EDC249) BUILDING SURVEYOR - P53
5.1 Light Vehicles 5027	FORD PX RANGER EL 4X2 2.2L TURBO DIESEL SINGLE CAB CHASSIS (1ECP142) -P61
5.1 Light Vehicles 5123	TOYOTA PRADO GXL 2013 WHITE - 1KW CEO
5.1 Light Vehicles 5049	HILUX 4X4 3.0L T/D DUAL CAB - 10KW
5.1 Light Vehicles 5050	TOYOTA HILUX 4X2 3.0L T/D
5.1 Light Vehicles 5055	HOLDEN COMMODORE WAGON 9KW - MOF
5.1 Light Vehicles 5057	TOYOTA PRADO WGN-2KW EMTDS
5.1 Light Vehicles 5058	TOYOTA PRADO GX - 6KW-CHRIS HURSTFIELD
5.1 Light Vehicles 5059	TOYOTA PRADO GX -3KW-EMCS
5.1 Light Vehicles 5070	TOYOTA HIACE 3.0L T/D C/BUS A/T SLWB
5.1 Light Vehicles 5075	CAMRY ALTISE 2.5L- 36KW
5.1 Light Vehicles 5076	TOYOTA ALTISE 2.5L - 7KW
5.1 Light Vehicles 5077	2012 TOYOTA HILUX -1EAD762
5.1 Light Vehicles 5089	Toyota Prado Deisel All Terrain GX Wagon 4KW
5.1 Light Vehicles 5090	Toyota Hilux 4X4 2.4L Deisel Workmate 1GJT706
5.1 Light Vehicles 5091	Toyota Land Cruiser LC70 D Single Cab Chasis Workmate 19KW
5.1 Light Vehicles 5093	Toyota Land Cruiser LC70 D Single Cab Chasis Workmate 18KW
5.1 Light Vehicles 5094	Toyota Land Cruiser LC70 D Dual Cab Chasis Workmate 14KW
5.1 Light Vehicles	Ford Ranger Ute Dual Cab (tray back) SES
5.1 Light Vehicles 5119	Toyota Land Cruiser Single Cab Workmate 19KW P224
5.1 Light Vehicles 5116	Toyota Land Cruiser LC70 T/D Single Cab Chassis 1HKJ104 P223
5.1 Light Vehicles 5121	Toyota Hilux 1HMJ736 P227
5.1 Light Vehicles 5122	Toyota Land Cruiser LC70 Dual Cab Workmate P228
5.1 Light Vehicles 5120	Toyota Hilux Single Cab Workmate 1HMJ659 P225

5.2 Medium/Heavy Vehicles

5.2 Medium/Heavy Vehicles	4839	ISUZU FIRE TENDER KW8084 FITZROY CROSSING FIRE BRIGADE
5.2 Medium/Heavy Vehicles	4905	ISUZU FIRE TRUCK 1BNP583 - HAMLET GROVE BUSH FIRE BRIGADE
5.2 Medium/Heavy Vehicles	4968	SOUTH PACIFIC JET A1 FUEL TRUCK 16KL TANK 1850E
INTERNATIONAL - CURTIN AIRPORT		
5.2 Medium/Heavy Vehicles	4970	Fuso Canter 3.5 Tonne Truck with Steel Tipper Tray & Crane 2009
5.2 Medium/Heavy Vehicles	5006	PURCHER INTERNATIONAL CANTER 715 FUSO TIP TRUCK
5.2 Medium/Heavy Vehicles	5010	FUSO CAB CHASSIS TRUCK 1EBB758
5.2 Medium/Heavy Vehicles	5038	2013 MITSUBISHI FUSO TIP TRUCK
5.2 Medium/Heavy Vehicles	5041	FUSO CANTER CAB CHASIS
5.2 Medium/Heavy Vehicles	5042	#1EIU738 - 2013 FUSO CANTER 918 DUAL CAB (Plant 738)

5.3 Earthmovers

5.3 Earthmovers	4792	TRACTOR 4W/D MODEL: MF4225.4C IAKY975 ENG: LM31324U867999D PLANT #114
5.3 Earthmovers	4869	JOHN DEERE 6210SE 2WD TRACTOR
5.3 Earthmovers	4901	CATERPILLAR 432D-02 BACKHOE LOADER KW12 ENG# CRS19933 PLANT# 70
5.3 Earthmovers	4903	KUBOTA R420S FRONT END LOADER
5.3 Earthmovers	4954	2006 936 RANGER SDLG WHEEL LOADER
5.3 Earthmovers	5017	John Deere H120 FRONT END LOADER WITH GENERAL PURPOSE BUCKET
5.3 Earthmovers	5018	JOHN DEERE 260 BACKHOE WITH 8 AND 12 INCH BUCKET
5.3 Earthmovers	5019	John Deere Tractor 6630-Derby Airport
5.3 Earthmovers	5022	MASSEY FERGUSON TRACTOR MF5430 4WD CAB & ROTASLASHER
5.3 Earthmovers	5023	TEREX TSV-60 SKID STEER LOADER & FORKS & BUCKETS
5.3 Earthmovers	5040	JCB BACKHOE 3CX CLASSIC PC
5.3 Earthmovers	5043	DYNA 4 TRACTOR MF 5420 4WD CAB
5.3 Earthmovers	5092	Kubota Articulated Wheel Loader RO65 Cab

5.4 Small Plant

5.4 Small Plant	4838	MORBARK WOOD CHIPPER S/N 3661 1TCE-755 PLANT # 133
5.4 Small Plant	4865	HOWARD SLASHER HD180 3 POINT LINKAGE
5.4 Small Plant	4966	KUBOTA F3680 MOWER VIN 14153
5.4 Small Plant	4967	KUBOTA F3680 MOWER VIN 14166
5.4 Small Plant	4997	KUBOTA BX25-T2 TRACTOR/BACKHOE/LOADER 1DUN903
5.4 Small Plant	4998	3KUBOTA MOWER/CATCHER 1DUN904
5.4 Small Plant	4999	KUBOTA MOWER 1DVG848
5.4 Small Plant	5036	HUSTLER SZ HD 60 DECK WITH NO CATCHER MOWER
5.4 Small Plant	5065	TENNANT LITTER VACUUM
5.4 Small Plant	5071	GECKO PITCH APPLICATOR
5.4 Small Plant	5079	SEWELL ROAD SWEEPER B200 HYDRAULIC DRIVE & CATCHER
5.4 Small Plant	5080	TOYOTA 8-SERIES COUNTERBALANCE FORKLIFT
5.4 Small Plant	5081	KUBOTA MOWER F3690-AU WITH CANOPY
5.4 Small Plant	5083	KUBOTA MOWER F3690-AU WITH CANOPY
5.4 Small Plant	5084	KUBOTA MOWER ZERO TURN WITH CATCHER & CANOPY ZD331P-60
5.4 Small Plant	5085	Kubota F3690-AU 4WD - 1GGF090
5.4 Small Plant	5086	Kubota ZD1221 - 1GGF089
5.4 Small Plant	5087	Graco Linelazer

5.5 Trailers

5.5 Trailers	4660	4 TONNE TANDEM AXLE TRAILER
5.5 Trailers	4675	8WE710 FUEL TRAILER (906)
5.5 Trailers	4969	ROADWISE TRAILER
5.5 Trailers	5001	JRP CUSTOM BUILT RECOVERY TRAILER 1TLL581 - DERBY SES
5.5 Trailers	5007	2012 TANDEM AXLE TAG TRAILER
5.5 Trailers	5009	HAWKNOW! CATERING TRAILER (1TUC085 Formerly 1THF590. Plates replaced as lost)
5.5 Trailers	5031	TANDEM AXLE TAG TRAILER 2013 - P415
5.5 Trailers	5095	Heavy duty off road trailer with dog/cat cage
5.5 Trailers	5096	Heavy duty off tandem trailer with cage

5.6 Marine

5.6 Marine	4986	2 X 75HP OPTIMAX OUTBOARD MOTORS
5.6 Marine	4989	C805 RESCUE BOAT

5.7 Other (Plant)

5.7 Other (Plant)	4883	ELECTRIC WINCHES ON BASKETBALL BACKBOARD
5.7 Other (Plant)	4884	TIERED SEATING - REC CENTRE
5.7 Other (Plant)	4962	10000 Litre Free Standing Water tank

5.7 Other (Plant) 4971	Fuel Storage Tank - 15000 Litre (Derby Depot)
5.7 Other (Plant) 4972	Fuel Tank (Curtain Airport)
5.7 Other (Plant) 4990	FUEL STORAGE TANK - FX DEPOT
5.7 Other (Plant) 5032	ARRB ROAD BASE TEST KIT
5.7 Other (Plant) 5097	Generator - Back Up Power (Derby Airport)



SHIRE OF DERBY / WEST KIMBERLEY
ASSET MANAGEMENT PLAN
OTHER
2023 - 2042

Document Control		Asset Management Plan - Other			
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Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan.....	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary	6
1.7	Asset Management Planning Practices	8
1.8	Monitoring and Improvement Program	8
2.0	INTRODUCTION	10
2.1	Background	10
2.2	Goals and Objectives of Asset Ownership	11
3.0	LEVELS OF SERVICE	14
3.1	Customer Research and Expectations	14
3.2	Strategic and Corporate Goals	14
3.3	Legislative Requirements	14
3.4	Customer Values	15
3.5	Customer Levels of Service	15
3.6	Technical Levels of Service.....	16
4.0	FUTURE DEMAND	18
4.1	Demand Drivers	18
4.2	Demand Forecasts	18
4.3	Demand Impact and Demand Management Plan	18
4.4	Asset Programs to meet Demand	18
4.5	Climate Change Adaptation	19
5.0	LIFECYCLE MANAGEMENT PLAN	20
5.1	Background Data	20
5.2	Operations and Maintenance Plan	21
5.3	Renewal Plan	22
5.4	Summary of future renewal costs.....	22
5.5	Acquisition Plan	23
5.6	Disposal Plan.....	24
6.0	RISK MANAGEMENT PLANNING	25

6.1	Critical Assets	25
6.2	Risk Assessment.....	25
6.3	Infrastructure Resilience Approach	26
6.4	Service and Risk Trade-Offs	27
7.0	FINANCIAL SUMMARY	28
7.1	Financial Sustainability and Projections	28
7.2	Funding Strategy.....	29
7.3	Valuation Forecasts	29
7.4	Key Assumptions Made in Financial Forecasts	29
7.5	Forecast Reliability and Confidence.....	29
8.0	PLAN IMPROVEMENT AND MONITORING	32
8.1	Status of Asset Management Practices	32
8.2	Improvement Plan	32
8.3	Monitoring and Review Procedures	33
8.4	Performance Measures	33
9.0	REFERENCES	34
10.0	APPENDICES	35
10.1	Appendix A - Acquisition Forecast	35
10.2	Appendix B - Operation Forecast.....	36
10.3	Appendix C - Maintenance Forecast	37
10.4	Appendix D - Renewal Forecast Summary.....	38
10.5	Appendix E - Disposal Summary	39
10.6	Appendix F - Budget Summary by Lifecycle Activity.....	41
10.7	Appendix G - Assets covered by this plan	42

This report has been prepared for and may only be used by the Shire of Derby / West Kimberley ("Shire") for its agreed intended purpose. The information presented within this report is primarily based on the information provided by the Shire. Westlake Services excludes any warranties, explicit or implied, to the extent permissible by law. This information is assumed to be accurate, and has not been independently checked or verified by Westlake Services. Westlake Services disclaims any liability arising from this or any other assumption(s) made being incorrect, and further disclaims any responsibility or liability arising from or in connection to this document to the maximum extent permitted by law.

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) outlines the 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 be provided over a 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan is prepared as an initial 'core' asset management plan in accordance with the International Infrastructure Management Manual, and the Department of Local Government Asset Management Framework and Guidelines. It has been prepared primarily as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this version.

Users of this plan should recognise the base level of asset management maturity at which the Shire is currently situated and the progressive nature of its journey toward higher levels of asset management.

1.2 Asset Description

This Asset Management Plan contains information about assets from a number of classes as outlined in below. These assets should be contained within their own asset-specific plans in future iterations.

This plan covers 'Other' assets from a range of classes:

Asset Description	CRC (Current Replacement Cost)	Number of Recorded Assets	Average Value Per Recorded Asset
Furniture and Equipment	\$2,688,966	11	\$244,451
IT	\$203,798	20	\$10,190
Aerodrome	\$40,209,624	35	\$1,148,846
Structures	\$14,476,390	111	\$130,418
Footpaths	\$4,022,194	34	\$118,300
Other Total	\$61,600,972	211	\$291,948

1.3 Levels of Service

The allocation in the planned budget is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the Planned Budget are:

- Operation and Maintenance funding is not sufficient to maintain all assets to current service levels
- Renewal is primarily reliant on grant funding being available to renew all assets when they reach the end of their useful life, and there are significant overdue renewals
- No funding is available for future acquisitions or disposals, unless grants are secured

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Population
- Economy size and composition

- Climate

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. This iteration of the plan does not link directly to a Long Term Financial Plan, and is compared only to an extrapolation of the FY23 budget figures provided by the Shire.

The forecast 20 year outlay for Other Assets is estimated as \$79,693,675; or \$3,984,684 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for Other Assets based on the current annual budget (excluding grant funding) is \$262,703 per year. If this level of funding continues for the 20 year period, the total 20 year budget would be \$5,254,068.

This is 7% of the cost to sustain the current level of service at the lowest lifecycle cost.

Many assets in this plan are heavily reliant on grant funding for acquisition and renewal, and the 7% budget coverage essentially allows for ongoing O&M at the current level, noting this may not be sufficient to maintain acceptable service levels.

Historically, expenditure relating to assets in this class has been on an ad-hoc basis, and was conducted only if the opportunity arose. The further development of this AM plan is essential in order to ensure funding is available for renewal of these assets when required.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Other Assets leaves a shortfall of \$3,721,980 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with extrapolation of the FY23 budget. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

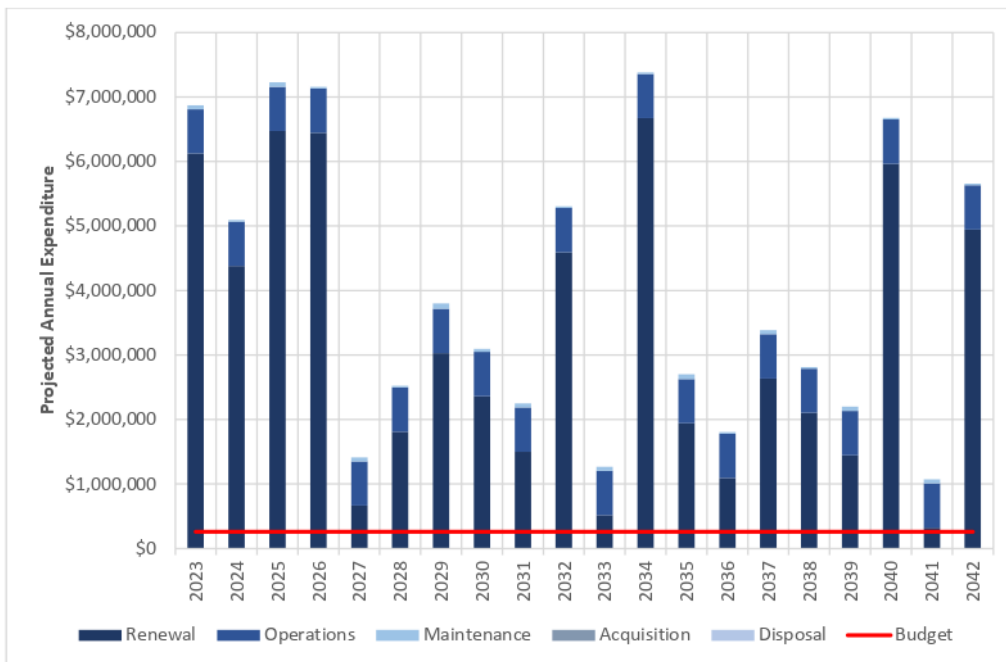


Figure values are in current dollars.

With the current available funding, the Shire can provide services for the following:

- Operation, maintenance and renewal to a level similar to the present annual budget (noting this is unlikely to be sufficient to maintain current service levels)
- No major renewals or acquisitions within the 20 year planning period, unless grant funding is secured

The budget line indicated in the figure above is based on information provided by the Shire, and has a confidence level of low. Despite this, the general trend appears consistent with the Shire’s low level of planned budget for these assets, and high reliance on grant funding for renewals.

1.6.2 What we cannot do

The Shire does not currently allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Renewal and acquisition as outlined in this plan, including overdue renewals
- Operations and maintenance to provide an acceptable level of service

1.6.3 Managing the Risks

The present budget levels are insufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Frequent service interruptions and high ongoing costs due to reactive and unplanned nature of maintenance
- Insufficient funding to renew high-value community assets

- Public liability incident attributable to sub-standard property condition or property layout
- Health and safety incident while work is being conducted on assets causing fatality or serious injury

The Shire should endeavour to manage these risks within available funding by:

- Implementing and optimising a planned preventative maintenance program
- Developing and implementing a procedure for regular inspections and hazard mitigation

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- The asset data contained in the Synergy Asset Register and LGIS Insurance Schedules is largely correct and current. This data has been reviewed by Shire Administration, and while there are minor discrepancies, it appears mostly accurate.
- Renewal timings have been primarily calculated based on the WA Local Government Accounting Manual (WALGAM) Section 09 – Asset Accounting. Where the Manual did not provide relevant information for certain assets, peer reviewed professional judgement of Shire Administration has been used.
- Renewal costs were primarily based on 2021 valuation data from APV, which was assumed to be correct and current.
- Operations and Maintenance costs are primarily based on previous input from the Shire’s Director of Technical and Development Services.
- This plan has been produced as a discussion and planning tool for the purpose of informing the Long Term Financial Plan and Corporate Business Plan. It is one of the first steps in the Shire’s asset management planning processes, and future iterations will address many of the shortcomings of this iteration.

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

In general, the available data was not sufficient to use the asset register method when forecasting renewals for specific assets. As such, annual renewal amounts were calculated using WALGAM guidelines and generic timings. Outstanding renewals were calculated by analysing the asset consumption ratios, and professional judgement of the Shire Administration.

This AM Plan is based on a low level of confidence information

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Review F2 Asset Management Policy and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.
- Prepare a comprehensive AM Strategy detailing:
 - how the Shire will achieve its AM objectives and targets set out in the Policy
 - a prioritised list of advanced AM plans to be developed
- Allocate sufficient resources as detailed in the AM strategy to meet the Policy objectives
- Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.

- Update valuation, condition and replacement cost across all assets (combine this with Finance’s regular valuation work).
- Complete a level of service review across all asset types to determine community expectation and priority of asset improvement.
- Prepare advanced AM plans as directed by the AM Strategy for each asset class, particularly Aerodrome.
- Compare required funding in AM plans to available funding from LTFP, and iterate if required.
- After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.
- Develop AM induction package for all new staff and elected officials.
- Evaluate AM program annually in accordance with the SCP, and report AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio.

2.0 INTRODUCTION

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Shire of Derby / West Kimberley planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Strategic Community Plan 2021 - 2031
- Long Term Financial Plan (LTFP) (draft)
- Corporate Business Plan (draft)

Asset management is not currently performed to an acceptable standard by the Shire. The Improvement Plan in Section 8.2 sets out a pathway to align the Shire with best practice asset management standards.

The infrastructure assets covered by this AM Plan include:

- Furniture & Equipment
- IT
- Wharf
- Aerodrome
- Structures
- Footpaths

For a listing of all assets covered by this AM Plan refer to Appendix G.

These assets are used to provide services to Shire staff, community groups, businesses, tourists, government organisations and the wider community.

The assets included in this plan have an estimated total replacement value of \$61,600,972.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Council	<ul style="list-style-type: none"> ▪ Represent needs of community/shareholders, ▪ Allocate resources to meet planning objectives in providing services while managing risks, ▪ Ensure service is sustainable.
Executive	<ul style="list-style-type: none"> ▪ Endorse development and maintenance of AM plans ▪ Set priorities for AM development ▪ Implement annual reviews of AM plans and reporting of AM KPIs ▪ Ensure corporate knowledge and continuity of planning is maintained
Asset Manager	<ul style="list-style-type: none"> ▪ Develop AM plans as directed by Executive ▪ Analyse and process data provided by the Shire ▪ Communicate shortfalls and risks to Council and Executive
Asset Co-ordinator	<ul style="list-style-type: none"> ▪ Provide information to Asset Manager to assist with the AM process (for future iterations)

The organisational structure for service delivery from Other assets will be included in future iterations of this plan.

2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,

- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

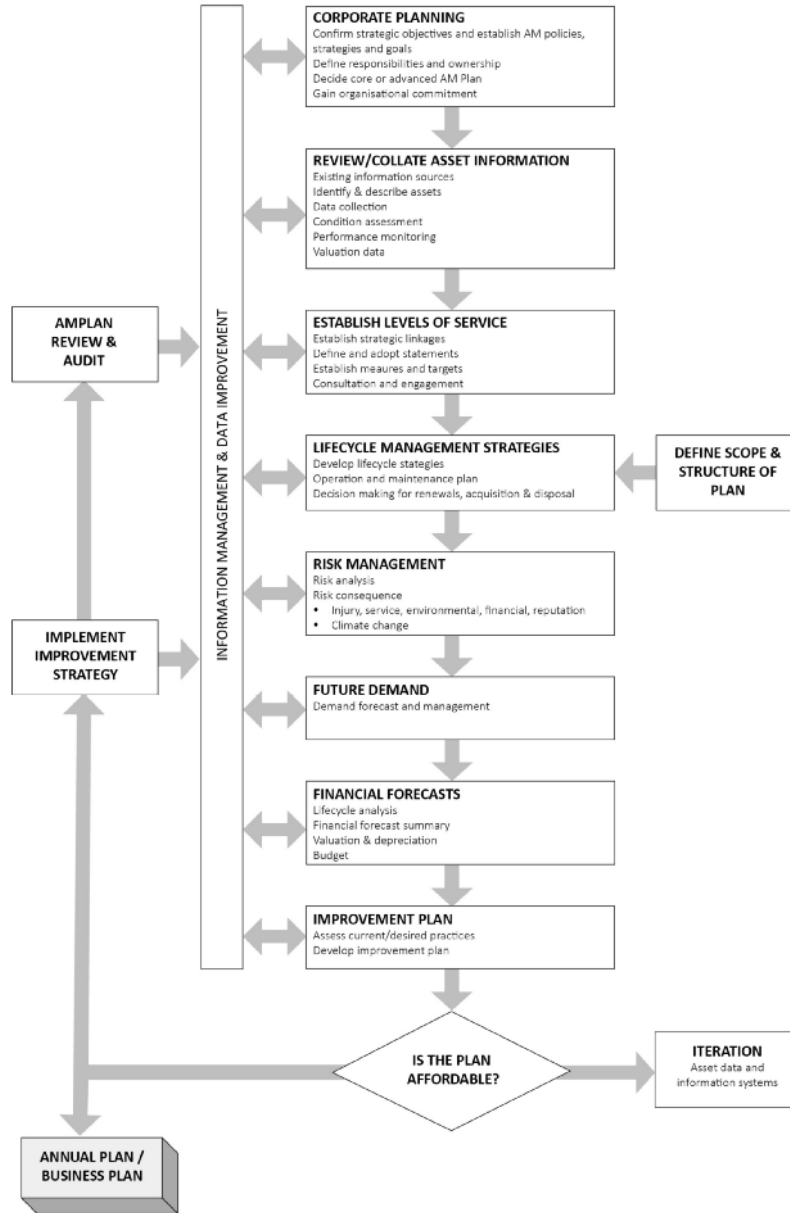
- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2| 13

² ISO 55000 Overview, principles and terminology

A road map for preparing an AM Plan is shown below.

Road Map for preparing an Asset Management Plan
 Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by Council. Future iterations of the AM plan will incorporate customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the customer’s ability and willingness to pay for the service.

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Shire of Derby / West Kimberley vision, mission, goals, and objectives. The Strategic Community Plan for 2021-2031 outlines the intended direction of the Shire, and is available [here](#).

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1995 and associated regulations	Sets out the role, purpose, responsibilities and the powers of local governments including the preparation of Strategic Community Plans and Corporate Business Plans informed by Long Term Financial Plans and Asset Management Plans
Building Code of Australia: Building Act 2011 Building Regulations 2012	The goal of the Building Code is to enable the achievement of nationally consistent, minimum necessary standards of relevant, health, safety (including structural safety and safety from fire), amenity and sustainability objectives efficiently.
Disabilities Discrimination Act 1992	Provides protection against discrimination based on disability, in this case in connection with access to and within buildings.
Planning and Development Act 2005	Provides for an efficient and effective land use planning system in the State and promotes the sustainable use and development of land.
Heritage Act 2004	Provides for and encourages the conservation of heritage places.
Health Act 1911	Regulations of activities and the provision of services relating to public health.
Work Health and Safety Act 2020	An Act: <ul style="list-style-type: none"> • to make provision about, and in connection with: • the health and safety of workers; and • health and safety at workplaces; and • risks to health and safety arising from work
State Records Act 2000	Creation, storage and archiving of records and documents.
Environmental Protection Act 1986	Sets out requirements in respect to environmental protection.
Aboriginal Cultural Heritage Act 1992	Provides a modern framework for the recognition, protection, conservation and preservation of Aboriginal cultural heritage while recognising the fundamental importance of Aboriginal cultural heritage to Aboriginal people.
Native Title Act 1993	Law governing Native Title issues.

3.4 Customer Values

Service levels are defined in three ways:

- customer values,
- customer levels of service and
- technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Customer values and levels of service are currently based on professional judgement of Shire Administration. Future iterations will allow for consultation with customers to provide more meaningful information about customer expectation of Shire controlled assets.

Table 3.4: Customer Values

Service Objective: Safe, functional assets which are fit-for-purpose			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Personal safety when using Shire assets	Customer surveys and feedback	Not accurately recorded	Anticipated to decrease due to a lack of required funding
High availability of Shire assets	Customer surveys and feedback	Not accurately recorded – Pool was offline for 20+ days over the 2021/22 wet season	Anticipated to decrease due to a lack of required funding
Fit-for-purpose assets which suit the needs of the community	Customer surveys and feedback	Not accurately recorded	Not clear based on current information

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

- Condition** How good is the service ... what is the condition or quality of the service?
- Function** Is it suitable for its intended purpose Is it the right service?
- Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Assets in good working condition, and renewal conducted at end of useful life	Regular inspections and customer satisfaction surveys	Not met – significant portion of assets are nearing the end of their useful life and are no longer in good working condition.	Condition is likely to decrease over the planning period due to the shortfall in budget
	Confidence levels		Medium Professional judgement supported by data sampling.	Low Professional Judgement with no data evidence
Function	Assets suitable for intended use	Regular inspections and customer satisfaction surveys	Accurate data not available, however most assets appear to be suitable for their intended purpose.	No change in function is planned, so expected to remain constant
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence
Capacity	Suitable number of assets to provide the required service	Regular inspections and customer satisfaction surveys	Accurate data not available	Accurate data not available
	Confidence levels		Low Professional Judgement with no data evidence	Low Professional Judgement with no data evidence

3.6 Technical Levels of Service

Technical Levels of Service relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library)
- **Operation** – the regular activities to provide services (e.g. cleaning, mowing grass, utilities, etc.)
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs)
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement)

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current 20 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan. As this is a Core AM Plan, the current and recommended performance and subsequent required budgets are yet to be determined.

The figures shown below exclude grant funding.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Provide sufficient assets to meet community demand	% of community demand met by current asset base	TBC in future iterations	100%
		Budget	\$0 (FY23)	TBC in future iterations
Operation	Ensure continual operation and availability of assets	% of downtime across asset classes due to operational issues	TBC in future iterations	< 2% of desired operation window (TBC)
		Budget	\$137,029 (FY23)	\$686,843
Maintenance	Ensure assets are in good, usable condition	% of downtime across asset classes due to maintenance issues	TBC in future iterations	< 2% of desired operation window (TBC)
		Budget	\$125,675 (FY23)	\$47,600
Renewal	Renewal of assets at end of useful life	% of assets by value which have exceeded the useful life	TBC in future iterations	0%
		Budget	\$0 (FY23)	\$3,250,241
Disposal	Disposal of non-renewed assets and end of useful life	Number of outstanding assets scheduled for disposal	TBC in future iterations	TBC in future iterations
		Budget	\$0 (FY23)	TBC in future iterations

Note: * Current activities related to Planned Budget.

** Recommended performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

³ IPWEA, 2015, IIMM, p 2|28.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets require further investigation, however preliminary information is shown below.

4.3 Demand Impact and Demand Management Plan

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

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

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	7,730 ⁴	9,175 by 2031 ⁵	Increased population will increase demand for services	To be confirmed by Shire
Economy size and composition	To be confirmed	To be confirmed	To be confirmed	To be confirmed by Shire
Climate	To be confirmed	To be confirmed	To be confirmed	To be confirmed by Shire

4.4 Asset Programs to meet Demand

New assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Shire to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

⁴ SDWK SCP 2021-2031

⁵ Department of Planning, WA Tomorrow, Population Report No. 11 (50th percentile projection)

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.⁶ As a minimum we should consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm intensity and frequency	Increase	Likelihood of storm damage is increased	Conduct inspections before the wet season to ensure customers and assets are prepared
Quantity and severity of rainfall	Increase	Likelihood of flooding is increased	Ensure existing drainage is effective
Average and maximum temperatures	Increase	Assets will be more reliant on effective cooling methods	Ensure key community assets (e.g. pools) are well designed with adequate shade and ventilation

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Other Asset Resilience to Climate Change

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
Storm damage	Increased potential damage to assets	Ensure all renewals are compliant with the Building Code and associated regulations
Flooding	Increased potential damage to assets	Ensure renewals include effective drainage methods
Higher temperatures	Increased Cooling Requirement for assets	Ensure renewals allow for good design, insulation and air-conditioning where available

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

⁶ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Shire plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Appendix G.

Asset data for this plan was primarily extracted from Synergy, and does not provide sufficient clarity and detail on the majority of listed assets. Future iterations of this plan will incorporate more accurate data sources to enable more detailed analysis.

It is evident from high level analysis and asset sustainability calculations that a significant portion of the Shire’s assets have reached the end of their useful life, and require renewal.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there are insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Derby Memorial Pool	This high-value community asset has exceeded its design life, is experiencing more frequent service interruptions, and is not compliant with modern standards
Fitzroy Recreation Centre	This high-value community asset has exceeded its design life, does not meet the required level of service, and is not compliant with modern standards
Fencing	Many assets have not been well maintained, and suffer from significant corrosion which presents a service and an HSE risk

The above service deficiencies were identified from discussion with Shire Administration.

5.1.3 Asset condition

Condition is currently monitored by the Shire’s depot staff, and through customer maintenance requests. Future work is needed to ensure a robust system is implemented to track asset condition and schedule maintenance.

Condition is measured using a 1 – 5 grading system⁷ as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

⁷ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

Condition ratings for ‘Other’ assets were not available for the preparation of this plan, and the condition profile will be provided in future iterations.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include insurance and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include equipment repairs, painting and minor repairs.

The trend in O&M budgets are shown in Table 5.2.1.

Table 5.2.1: O&M Budget Trends

Year	O&M Budget \$
FY23	\$262,703
Future years	To be confirmed by the Shire

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

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

5.2.1 Asset hierarchy

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

The service hierarchy is shown in Table 5.2.2.

Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Not yet determined	Will be developed for future iterations of the AM Plan

5.2.2 Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease.

Budget figures for FY23 have been assumed to remain constant into the future, however this may not be sufficient to provide an adequate level of service. A detailed analysis of existing operation and maintenance allocations is required to verify whether that is adequate.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts is based on Section 9 – Asset Accounting of the WA Local Government Accounting Manual, shown in Appendix G.

The estimates for renewals in this AM Plan is based on average network renewals and staff judgement.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁸

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁹

The ranking criteria used to determine priority of identified renewal will be developed in future iterations of this plan.

5.4 Summary of future renewal costs

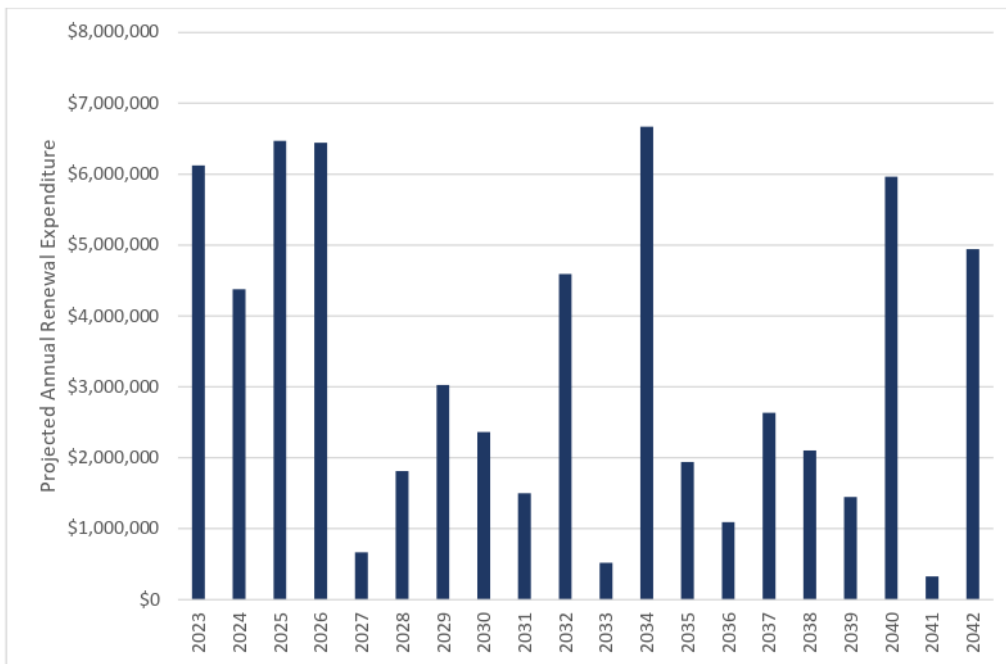
The forecast costs associated with renewals are shown in Figure 5.4.1.

A detailed summary of the forecast renewal costs is shown in Appendix D.

⁸ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁹ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The previous iteration of this plan showed a significant ‘spike’ in renewal expenditure for the first year of the plan. This was the result of several existing assets already exceeding their useful life.

In this iteration of the plan, renewals have been distributed more evenly over the lifecycle planning period to better reflect potential for funding. Timing of specific renewals and the budget source for these will be discussed as the Shire progresses to detailed AM plans.

It should be noted that there is a lack of sufficient renewal funding which represents a significant risk and must be addressed as a high priority.

5.5 Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Shire.

5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Shire’s needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes.

The priority ranking criteria will be developed in future iterations of this plan.

5.5.2 Summary of future asset acquisition costs

Acquisitions and related costs have not been sufficiently determined in this iteration of the plan. Forecast acquisition asset costs will be included in future iterations.

When an entity commits to new assets, they must be prepared to fund future operations, maintenance, and renewal costs. They must also account for future depreciation when reviewing long term sustainability.

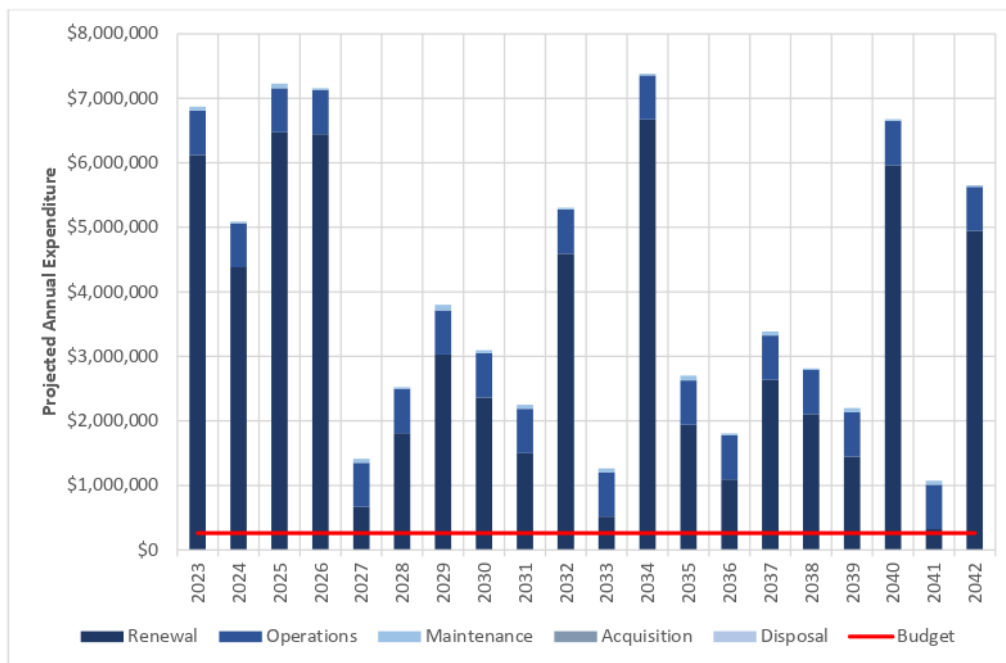
Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

5.5.3 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.5.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

The planned budget is not sufficient to renew all existing assets that are already in poor condition, or acquire new assets. It is anticipated that there will be a decrease in the levels of service being provided and that risks will increase.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal have not yet been determined.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’¹⁰.

An assessment of risks¹¹ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Critical assets are yet to be identified by the Shire, and this will be addressed in future iterations of this plan.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Not yet identified	N/A	N/A

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

¹⁰ ISO 31000:2009, p 2

¹¹ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

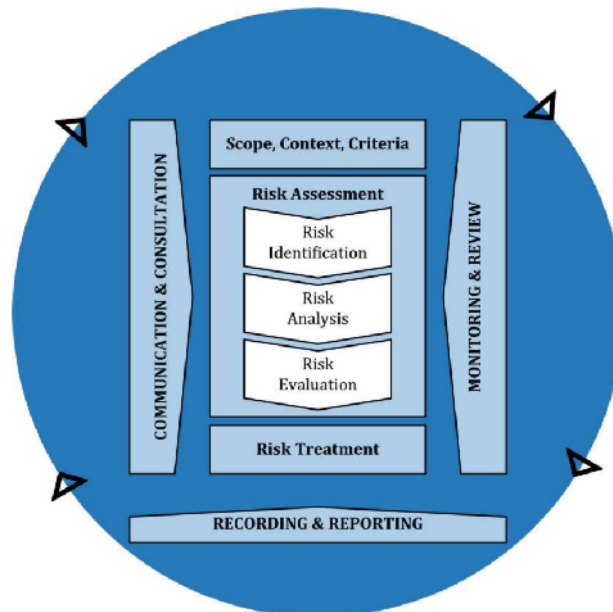


Fig 6.2 Risk Management Process – Abridged
 Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Not yet identified	N/A	N/A	N/A	N/A	N/A

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

6.3 Infrastructure Resilience Approach

The resilience of critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions the Shire needs to understand its capacity to ‘withstand a given level of stress or demand’, and to respond to possible disruptions to ensure continuity of service.

The Shire does not currently measure resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 20 years. These include:

- Renewal and acquisition as outlined in this plan, including overdue renewals
- Operations and maintenance to provide an acceptable level of service

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Frequent service interruptions and high ongoing costs due to reactive and unplanned nature of maintenance
- Insufficient funding to renew high-value community assets

6.4.3 Risk trade-off

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

- Public liability incident attributable to sub-standard asset condition or design
- Health and safety incident while work is being conducted on assets causing fatality or serious injury

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 20 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 20 years of the planning period).

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio is an important indicator. The FY23 budget does not appear to allocate any funding towards renewals. If this trend continues for the planning period, the Asset Renewal Funding Ratio would be 0%, indicating the Shire is entirely reliant on grant funding to renew these assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 20 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 20 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner. This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$4,472,220 on average per year.

The extrapolated budget for operations, maintenance and renewal funding is \$262,703 on average per year.

This leaves a 10 year funding shortfall of \$4,209,517 per year.

This indicates that 6% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 100% for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Appendix F shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

The Shire will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with customers.

7.2 Funding Strategy

The proposed funding for assets is outlined in the Shire's budget and draft Long-Term financial plan.

The financial strategy determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

Valuation data provided by the Shire (completed by APV in 2021) was used in this plan. Future iterations of this plan will include further detail on asset valuation data.

7.3.2 Valuation forecast

Asset values will increase if additional assets are added, or decrease if assets are removed from service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- The asset data contained in the Synergy Asset Register and LGIS Insurance Schedules is largely correct and current. This data has been reviewed by Shire Administration, and while there are minor discrepancies, it appears mostly accurate.
- Renewal timings have been primarily calculated based on the WA Local Government Accounting Manual (WALGAM) Section 09 – Asset Accounting. Where the Manual did not provide relevant information for certain assets, peer reviewed professional judgement of Shire Administration has been used.
- Renewal costs were primarily based on 2021 valuation data from APV, which was assumed to be correct and current.
- Operations and Maintenance costs are primarily based on previous input from the Shire's Director of Technical and Development Services.
- This plan has been produced as a discussion and planning tool for the purpose of informing the draft Long Term Financial Plan and draft Corporate Business Plan. It is one of the first steps in the Shire's asset management planning processes, and future iterations will address many of the shortcomings of this iteration.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹² in accordance with Table 7.5.1.

¹² IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level and reliability of data used in this AM Plan is shown in Table 7.5.2.

The overall estimated confidence level for data used in this AM Plan is considered to be low.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	D	Anecdotal evidence only. To be revised in future iterations.
Growth projections	D	Anecdotal evidence only. To be revised in future iterations.
Acquisition forecast	E	Insufficient information about customer requirements means acquisition requirements cannot be accurately forecast
Operation forecast	D	Based on previous input from the Shire’s Director of Technical and Development Services. To be revised in future iterations.
Maintenance forecast	D	Based on previous input from the Shire’s Director of Technical and Development Services. To be revised in future iterations.
Renewal forecast Asset values	C	Based mostly on third party valuations from 2021. To be revised in future iterations.
Asset useful lives	C	Based on WALGA accounting guidelines, but not adjusted for the SDWK regional requirements or Council guidance. To be revised in future iterations.
Condition modelling	E	Not yet conducted for most assets.
Disposal forecast	D	Insufficient information about customer requirements means acquisition requirements cannot be accurately forecast

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹³

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is FY23 budget data, SDWK’s Asset Register, WALGAM Useful Life guidelines, and third party valuations

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is SDWK’s Policy, preceding AM documentation, and input from Shire Administration.

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
1	Review F2 Asset Management Policy and amend if required. Policy should include objectives and SMART (specific, measurable, attainable, relevant, time-bound) targets.	Council and Executive	TBC	TBC
2	Prepare a comprehensive AM Strategy detailing: - how the Shire will achieve its AM objectives and targets set out in the Policy - prioritised list of AM plans to be developed	AM with input from Council and Executive	TBC	TBC
3	Allocate sufficient resources as detailed in the AM strategy to meet the Policy objectives	Council and Executive	TBC	TBC
4	Establish systems and processes to update, maintain and monitor asset information, including forecast and actual expenditure. These systems should also be used to inform the LTFP and annual budget.	AM, Finance	TBC	TBC
5	Update valuation, condition and replacement cost across all assets (combine this with Finance’s regular valuation work)	Finance/AM	External asset valuer	TBC
6	Complete a level of service review across all asset types to determine community expectation and priority of asset improvement	AM with input from Council, Exec and Community	TBC	TBC
7	Prepare advanced AM plans as directed by the AM Strategy, including items not addressed in this iteration of the plan.	AM	TBC	TBC
8	Compare required funding in AM plans to available funding from LTFP, and iterate if required.	Finance & AM, with input from Council and Executive	TBC	TBC

¹³ ISO 55000 Refers to this as the Asset Management System

9	After AM plans have been compared with LTFP, implement plans and funding for acquisition and disposal.	AM with input from Council and Executive	TBC	TBC
10	Develop AM induction package for all new staff and elected officials.	AM	TBC	TBC
11	Evaluate AM program annually in accordance with the SCP, including reporting AM KPIs including consumption ratio, asset renewal funding ratio, and asset sustainability ratio	AM	TBC	TBC

8.3 Monitoring and Review Procedures

This AM Plan should be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan should be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget should be incorporated into the Long-Term Financial Plan once completed.

This AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the ‘global’ works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

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- SDWK, 2013, Property AM Plan

10.0 APPENDICES

10.1 Appendix A - Acquisition Forecast

A.1 – Acquisition Forecast Assumptions and Source

This iteration of the plan does not include acquisitions other than those outlined in the FY23 budget.

A.2 – Acquisition Project Summary

To be provided in future iterations.

A.3 – Acquisition Forecast Summary

To be provided in future iterations.

10.2 Appendix B - Operation Forecast

B.1 – Operation Forecast Assumptions and Source

Operations cost and frequency data is based on previous input from the Shire’s Director of Technical and Development Services.

The primary Operations cost input for assets in this plan is insurance at 0.46% of insured value.

B.2 – Operation Forecast Summary

Table B2 - Operation Forecast Summary

Year	Operation Forecast
2023	\$686,843
2024	\$686,843
2025	\$686,843
2026	\$686,843
2027	\$686,843
2028	\$686,843
2029	\$686,843
2030	\$686,843
2031	\$686,843
2032	\$686,843
2033	\$686,843
2034	\$686,843
2035	\$686,843
2036	\$686,843
2037	\$686,843
2038	\$686,843
2039	\$686,843
2040	\$686,843
2041	\$686,843
2042	\$686,843

10.3 Appendix C - Maintenance Forecast

C.1 – Maintenance Forecast Assumptions and Source

Maintenance cost and frequency data is based on previous input from the Shire’s Director of Technical and Development Services.

The majority of assets in this plan have very low forecast maintenance costs. The two most significant listed costs are minor fencing maintenance and shade sail maintenance.

C.2 – Maintenance Forecast Summary

Year	Maintenance Forecast
2023	\$61,520
2024	\$24,789
2025	\$68,970
2026	\$24,789
2027	\$61,520
2028	\$24,789
2029	\$84,761
2030	\$45,016
2031	\$61,520
2032	\$24,789
2033	\$61,520
2034	\$24,789
2035	\$74,143
2036	\$27,543
2037	\$61,520
2038	\$24,789
2039	\$68,970
2040	\$24,789
2041	\$61,520
2042	\$24,789

10.4 Appendix D - Renewal Forecast Summary

D.1 – Renewal Forecast Assumptions and Source

The typical useful lives of assets used to develop projected asset renewal forecasts is generally based on the midpoint figures from Section 9 – Asset Accounting of the WA Local Government Accounting Manual:

ASSET DESCRIPTION	CLASS	RANGE	MID POINT	EXAMPLE	BASED ON USEFUL LIFE RANGE AND RESIDUAL VALUE	BASED ON USEFUL LIFE MID POINT AND RESIDUAL VALUE
		USEFUL LIFE	USEFUL LIFE	RESIDUAL VALUE	DEPRECIATION RATE	DEPRECIATION RATE
Artworks	Furniture and Equipment	40 to 60	50	0.00%	2.50% to 1.67%	2.00%
Audio/Visual Equipment	Furniture and Equipment	3 to 7	5	15.00%	28.33% to 12.14%	17.00%
Books	Furniture and Equipment	3 to 7	5	0.00%	33.33% to 14.29%	20.00%
Communications Equipment	Furniture and Equipment	3 to 7	5	10.00%	30.00% to 12.86%	18.00%
Computer Hardware	Furniture and Equipment	2 to 5	3	5.00%	47.50% to 19.00%	31.67%
Computer Software	Furniture and Equipment	2 to 5	3	0.00%	50.00% to 20.00%	33.33%
Dictaphone and Transcribers	Furniture and Equipment	3 to 7	5	15.00%	28.33% to 12.14%	17.00%
Facsimile Machines	Furniture and Equipment	3 to 7	5	5.00%	31.67% to 13.57%	19.00%
Furniture	Furniture and Equipment	5 to 15	10	10.00%	18.00% to 6.00%	9.00%
Kitchen Equipment	Furniture and Equipment	3 to 7	5	0.00%	33.33% to 14.29%	20.00%
Library Books	Furniture and Equipment	5 to 9	7	5.00%	19.00% to 10.56%	13.57%
Murals	Furniture and Equipment	10 to 20	15	0.00%	10.00% to 5.00%	6.67%
Musical Instruments	Furniture and Equipment	5 to 15	10	25.00%	15.00% to 5.00%	7.50%
Office Equipment	Furniture and Equipment	5 to 9	7	10.00%	18.00% to 10.00%	12.86%
Office Fit Out	Furniture and Equipment	15 to 25	20	0.00%	6.67% to 4.00%	5.00%
Office Furniture	Furniture and Equipment	7 to 13	10	10.00%	12.86% to 6.92%	9.00%
Outdoor Furniture	Furniture and Equipment	15 to 25	20	10.00%	6.00% to 3.60%	4.50%
Computers Equipment	Furniture and Equipment	2 to 5	3	5.00%	47.50% to 19.00%	31.67%
Photocopiers	Furniture and Equipment	3 to 7	5	15.00%	28.33% to 12.14%	17.00%
Plan Printer	Furniture and Equipment	3 to 7	5	10.00%	30.00% to 12.86%	18.00%
Plotter	Furniture and Equipment	3 to 7	5	10.00%	30.00% to 12.86%	18.00%
Satellite Telephones	Furniture and Equipment	2 to 4	3	10.00%	45.00% to 22.50%	30.00%
Scanners	Furniture and Equipment	2 to 4	3	10.00%	45.00% to 22.50%	30.00%
Sculptures	Furniture and Equipment	75 to 85	80	0.00%	1.33% to 1.18%	1.25%
Telephones - Mobile	Furniture and Equipment	2 to 4	3	0.00%	50.00% to 25.00%	33.33%
Telephone Systems	Furniture and Equipment	7 to 13	10	0.00%	14.29% to 7.69%	10.00%
Typewriters	Furniture and Equipment	2 to 8	5	0.00%	50.00% to 12.50%	20.00%
Airfields	Infrastructure - Airports	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
Bridges	Infrastructure - Bridges	60 to 90	75	0.00%	1.67% to 1.11%	1.33%
Drains	Infrastructure - Drainage	60 to 90	75	0.00%	1.67% to 1.11%	1.33%
Retarding Basins	Infrastructure - Drainage	Infinite	Infinite			
Cycle Ways (Concrete)	Infrastructure - Footpaths & Cycleways	25 to 45	35	0.00%	4.00% to 2.22%	2.86%
Footpath (Concrete)	Infrastructure - Footpaths & Cycleways	25 to 45	35	0.00%	4.00% to 2.22%	2.86%
Footpath (Slab)	Infrastructure - Footpaths & Cycleways	15 to 35	30	0.00%	6.67% to 2.86%	3.33%
Bicycle Ramps (Concrete)	Infrastructure - Other	10 to 30	20	0.00%	10.00% to 3.33%	5.00%
Bridle Trail	Infrastructure - Other	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Bus Shelters (Steel)	Infrastructure - Other	10 to 30	20	0.00%	10.00% to 3.33%	5.00%
Car Parks Sealed (Off Road) (Uncovered)	Infrastructure - Other	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
Dams	Infrastructure - Other	65 to 85	75	0.00%	1.54% to 1.18%	1.33%
Flood Control Structure	Infrastructure - Other	40 to 60	50	0.00%	2.50% to 1.67%	2.00%
Fountains	Infrastructure - Other	40 to 60	50	10.00%	2.25% to 1.50%	1.80%

ASSET DESCRIPTION	CLASS	LIFE	LIFE	VALUE	RATE	RATE
Irrigation	Infrastructure - Other	15 to 25	20	0.00%	6.67% to 4.00%	5.00%
Jetties	Infrastructure - Other	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
Manholes	Infrastructure - Other	40 to 60	50	0.00%	2.50% to 1.67%	2.00%
Monuments	Infrastructure - Other	70 to 90	80	0.00%	1.43% to 1.11%	1.25%
Reservoirs	Infrastructure - Other	65 to 85	75	0.00%	1.54% to 1.18%	1.33%
River Bank Remedial Work	Infrastructure - Other	40 to 60	50	0.00%	2.50% to 1.67%	2.00%
Seats and Benches	Infrastructure - Other	10 to 20	15	0.00%	10.00% to 5.00%	6.67%
Statues	Infrastructure - Other	75 to 95	85	0.00%	1.33% to 1.05%	1.18%
Stockyards	Infrastructure - Other	40 to 60	50	0.00%	2.50% to 1.67%	2.00%
Street Lights	Infrastructure - Other	20 to 30	25	0.00%	5.00% to 3.33%	4.00%
Tanks and Reservoirs	Infrastructure - Other	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
Waste Transfer Station	Infrastructure - Other	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
War Memorials	Infrastructure - Other	90 to 110	100	0.00%	1.11% to 0.91%	1.00%
Water Reticulation Systems	Infrastructure - Other	15 to 25	20	0.00%	6.67% to 4.00%	5.00%
Water and Effluent Treatment	Infrastructure - Other	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
Weirs	Infrastructure - Other	65 to 85	75	0.00%	1.54% to 1.18%	1.33%
Wharves	Infrastructure - Other	40 to 70	50	0.00%	2.50% to 1.43%	2.00%
Bicycle Racks/Shelters	Infrastructure - Other	20 to 40	30	0.00%	5.00% to 2.50%	3.33%
Boat Ramp	Infrastructure - Other	10 to 20	15	0.00%	10.00% to 5.00%	6.67%
Public Access Ways	Infrastructure - Other	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Skate Park	Infrastructure - Other	30 to 50	40	0.00%	3.33% to 2.00%	2.50%
Tennis and Basketball Courts	Infrastructure - Other	30 to 50	40	0.00%	3.33% to 2.00%	2.50%

D.2 – Renewal Project Summary

Asset-specific renewal details will be available in future iterations of this plan.

D.3 – Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast
2023	\$6,121,993
2024	\$4,378,304
2025	\$6,470,269
2026	\$6,444,923
2027	\$664,878
2028	\$1,810,605
2029	\$3,027,526
2030	\$2,362,659
2031	\$1,499,589
2032	\$4,590,562
2033	\$516,996
2034	\$6,669,518
2035	\$1,940,850
2036	\$1,092,986
2037	\$2,635,080
2038	\$2,103,113
2039	\$1,445,138
2040	\$5,963,591
2041	\$324,205
2042	\$4,942,040

10.5 Appendix E - Disposal Summary

E.1 – Disposal Forecast Assumptions and Source

To be provided in future iterations.

E.2 – Disposal Project Summary

To be provided in future iterations.

E.3 – Disposal Forecast Summary

To be provided in future iterations.

10.6 Appendix F - Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2023	\$0	\$686,843	\$61,520	\$6,121,993	\$0	\$6,870,356
2024	\$0	\$686,843	\$24,789	\$4,378,304	\$0	\$5,089,936
2025	\$0	\$686,843	\$68,970	\$6,470,269	\$0	\$7,226,082
2026	\$0	\$686,843	\$24,789	\$6,444,923	\$0	\$7,156,554
2027	\$0	\$686,843	\$61,520	\$664,878	\$0	\$1,413,241
2028	\$0	\$686,843	\$24,789	\$1,810,605	\$0	\$2,522,237
2029	\$0	\$686,843	\$84,761	\$3,027,526	\$0	\$3,799,130
2030	\$0	\$686,843	\$45,016	\$2,362,659	\$0	\$3,094,518
2031	\$0	\$686,843	\$61,520	\$1,499,589	\$0	\$2,247,952
2032	\$0	\$686,843	\$24,789	\$4,590,562	\$0	\$5,302,193
2033	\$0	\$686,843	\$61,520	\$516,996	\$0	\$1,265,360
2034	\$0	\$686,843	\$24,789	\$6,669,518	\$0	\$7,381,149
2035	\$0	\$686,843	\$74,143	\$1,940,850	\$0	\$2,701,836
2036	\$0	\$686,843	\$27,543	\$1,092,986	\$0	\$1,807,372
2037	\$0	\$686,843	\$61,520	\$2,635,080	\$0	\$3,383,443
2038	\$0	\$686,843	\$24,789	\$2,103,113	\$0	\$2,814,744
2039	\$0	\$686,843	\$68,970	\$1,445,138	\$0	\$2,200,950
2040	\$0	\$686,843	\$24,789	\$5,963,591	\$0	\$6,675,223
2041	\$0	\$686,843	\$61,520	\$324,205	\$0	\$1,072,568
2042	\$0	\$686,843	\$24,789	\$4,942,040	\$0	\$5,653,672

10.7 Appendix G - Assets covered by this plan

F&E		
3.1 Furniture and Equipment		
3.1 Furniture and equipment	1603	HEAT COOL PUMP HWP80
3.1 Furniture and equipment	1604	Fastback Binding Machine
3.1 Furniture and equipment		Placeholder - Admin complex ex IT
3.1 Furniture and equipment		Placeholder - Residential
3.1 Furniture and equipment		Placeholder - Derby Rec
3.1 Furniture and equipment		Placeholder - Fitzroy Rec
3.1 Furniture and equipment		Placeholder - Depots
3.1 Furniture and equipment		Placeholder - Misc
3.1 Furniture and equipment		Placeholder - Airport Derby
3.1 Furniture and equipment		Placeholder - Airport Curtin
3.1 Furniture and equipment		Placeholder - Airport Fitzroy
IT		
4.1 Computer Equipment (from Synergy)		
4.1 Computer Equipment (from Synergy)	4201	IONSCAN 500 DT - CURTIN AIRPORT
4.1 Computer Equipment (from Synergy)	4212	TOSHIBA E-4540C MULTI-FUNCTION DEVICE - DEVELOPMENT SERVICES
4.1 Computer Equipment (from Synergy)	4214	MICROSOFT OFFICE/EXCHANGE SERVER LICENCES
4.1 Computer Equipment (from Synergy)	4216	RAPISCAN 620DVLHS - SCANNING EQUIPMENT
4.1 Computer Equipment (from Synergy)	4217	Rapiscan X-Ray Generator
4.1 Computer Equipment (from Synergy)	4223	TOSHIBA E-5540C COPIER
4.1 Computer Equipment (from Synergy)	4226	TELEPHONE SYSTEM AVAYA
4.1 Computer Equipment (from Synergy)	4230	Dell Server Hardware
4.1 Computer Equipment (from Synergy)	4231	Ricoh MP Printer
4.1 Computer Equipment (from Synergy)	4233	Nimble SAN Network Switches and Adapters
4.2 Hardware Accessories		
4.2 Hardware Accessories		Hardware Accessories
4.3 Hardware Appliance		
4.3 Hardware Appliance		Hardware Appliance
4.4 Hardware Connector		
4.4 Hardware Connector		Hardware Connector
4.5 Hardware License		
4.5 Hardware License		Hardware License
4.6 Hardware Support		
4.6 Hardware Support		Hardware Support
4.7 License		
4.7 License		License
4.8 IT Other		

4.8 IT Other		Cameras
4.8 IT Other		Sat phones
4.8 IT Other		EPIRBS plus subscription
4.8 IT Other		Road trackers
Aerodrome		
11.1 Foundation (Aerodrome)		
11.1 Foundation (Aerodrome)	0	
11.1 Foundation (Aerodrome)	14113	Taxiway - Foundation (Curtin Airbase)
11.1 Foundation (Aerodrome)	14114	Apron - Foundation (Curtin Airbase)
11.1 Foundation (Aerodrome)	14115	Runway - Foundation (Derby Airport)
11.1 Foundation (Aerodrome)	14117	Apron - Foundation (Derby Airport)
11.1 Foundation (Aerodrome)	14110	Runway - Foundation (Fitzroy Air Base)
11.1 Foundation (Aerodrome)	14111	Apron - Foundation (Fitzroy Air Base)
11.1 Foundation (Aerodrome)	14112	Taxiway - Foundation (Fitzroy Air Base)
11.2 Sub-base (Aerodrome)		
11.2 Sub-base (Aerodrome)	0	
11.2 Sub-base (Aerodrome)	14022	Taxiway - Subbase (Curtin Airbase)
11.2 Sub-base (Aerodrome)	14024	Apron - Subbase (Curtin Airbase)
11.2 Sub-base (Aerodrome)	14028	Runway - Subbase (Derby Airport)
11.2 Sub-base (Aerodrome)	14030	Taxiway - Subbase (Derby Airport)
11.2 Sub-base (Aerodrome)	14032	Apron - Subbase (Derby Airport)
11.2 Sub-base (Aerodrome)	14116	Taxiway - Subbase (Derby Airport)
11.2 Sub-base (Aerodrome)	14010	Runway - Subbase (Fitzroy Air Base)
11.2 Sub-base (Aerodrome)	14012	Apron - Subbase (Fitzroy Air Base)
11.2 Sub-base (Aerodrome)	14014	Taxiway - Subbase (Fitzroy Air Base)
11.3 Surface/Seal (Aerodrome)		
11.3 Surface/Seal (Aerodrome)	0	
11.3 Surface/Seal (Aerodrome)	14023	Taxiway - Bitumen Seal (Curtin Airbase)
11.3 Surface/Seal (Aerodrome)	14025	Apron - Bitumen Seal (Curtin Airbase)
11.3 Surface/Seal (Aerodrome)	14029	Runway - Seal (Derby Airport)
11.3 Surface/Seal (Aerodrome)	14031	Taxiway - Bitumen Seal (Derby Airport)
11.3 Surface/Seal (Aerodrome)	14033	Apron - Bitumen Seal (Derby Airport)
11.3 Surface/Seal (Aerodrome)	14037	Runway - Graded Gravel Strip (Derby Airport)
11.3 Surface/Seal (Aerodrome)	14118	Runway - Gravel (Derby Airport)
11.3 Surface/Seal (Aerodrome)	14119	Runway - Gravel with bitumen seal ends (Derby Airport)
11.3 Surface/Seal (Aerodrome)	14011	Runway - Bitumen Seal (Fitzroy Air Base)
11.3 Surface/Seal (Aerodrome)	14013	Apron - Bitumen Seal (Fitzroy Air Base)
11.3 Surface/Seal (Aerodrome)	14015	Taxiway - Bitumen Seal (Fitzroy Air Base)

11.4 Lighting (Aerodrome)		
11.4 Lighting (Aerodrome)	0	
11.4 Lighting (Aerodrome)	14026	Lighting - Apron Flood Lights (Curtin Airbase)
11.4 Lighting (Aerodrome)	14034	Lighting - Thorn PAPI Approach Light Units (Derby Airport)
11.4 Lighting (Aerodrome)	14035	Lighting - Runway and Taxi Lighting (Derby Airport)
11.4 Lighting (Aerodrome)	14040	Lighting - Apron Lighting (Derby Airport)
11.4 Lighting (Aerodrome)	14100	Lighting - Apron (Derby Airport)
11.4 Lighting (Aerodrome)	14017	Lighting - Runway and Taxiway (Fitzroy Airport)
11.4 Lighting (Aerodrome)	14021	Lighting - Apron (Fitzroy Airbase)
11.5 Other (Aerodrome)		
11.5 Other (Aerodrome)	0	
11.5 Other (Aerodrome)	14036	Pilot Activated laning System (Derby Airport)
11.5 Other (Aerodrome)	14038	Illuminated Wind Sox (Derby Airport)
11.5 Other (Aerodrome)	14039	Illuminated Secondary Wind Sox (Derby Airport)
11.5 Other (Aerodrome)	14016	Wind Sox - Illuminated (Fitzroy Airbase)
		Wind socks (2) OLD
11.5 Other (Aerodrome)	14018	Pilot Activated Landing System (Fitzroy Airbase)
11.5 Other (Aerodrome)	14101	Fitzroy Airport Infrastructure Upgrade (WIP)
11.5 Other (Aerodrome)		Wind Socks
11.5 Other (Aerodrome)		Miscellaneous Airport costs
Structures		
12.1 Fencing		
12.1 Fencing	0	
12.1 Fencing	685	Fencing - (Lytton Park Playground)
12.1 Fencing	789	Fencing - 4 Strand barbed Wire (Fitzroy Cemetery)
12.1 Fencing	720	Fencing - Bowling Rink (Derby Recreation Centre)
12.1 Fencing	832	Fencing - Internal Metal Hoop (Fitzroy Crossing Oval)
12.1 Fencing	669	Fencing - Metal Baton (Derby Pool)
12.1 Fencing	776	Fencing - Metal Paling (Civic Centre)
12.1 Fencing	14027	Fencing - Metal Paling Terminal Fencing (Curtin Airbase)
12.1 Fencing	642	Fencing - Perimeter (Derby Airport)
12.1 Fencing	754	Fencing - Pine Log (One Mile Dinner Camp)
12.1 Fencing	12012	Fencing - Pine Log (Wharf)
12.1 Fencing	753	Fencing - Post and Rail (One Mile Dinner Camp)
12.1 Fencing	815	Fencing - Post and Wire (Jetty walkway)
12.1 Fencing	745	Fencing - Steel Mesh (Apex Park)
12.1 Fencing	749	Fencing - Steel Mesh (Boab Prison Tree)
12.1 Fencing	766	Fencing - Steel Mesh (Derby Skate Park)
12.1 Fencing	768	Fencing - Steel Mesh and Steel Post (Cemetery)
12.1 Fencing	783	Fencing - Steel Mesh Boundary (Fitzroy Crossing Oval)
12.1 Fencing	14019	Fencing - Steel Mesh Boundary Fencing (Fitzroy Air Base)
12.1 Fencing	748	Fencing - Steel Post and Rail (Boab Prison Tree)
12.1 Fencing	750	Fencing - Timber Post and Rail (Boab Prison Tree)
12.1 Fencing	841	Fencing - Water Tank Steel Mesh (Great Northern Highway Ftzroy)
12.1 Fencing	14020	Fencing - Wite Strand Boundary Fencing (Fitzroy Air Base)

12.1 Fencing	644	Fencing (Derby Depot)
12.1 Fencing	741	Fencing - Palisade Perimeter (Derby Oval)
12.1 Fencing	725	FITZROY CROSSING WORKS DEPOT FENCING
12.1 Fencing	853	Security Fencing Fitzroy Airport
12.1 Fencing		Fencing - Colorbond Derby Pool
12.1 Fencing		Fencing - Derby Rec Centre
12.1 Fencing	862	Laneway Palisade Fencing (Minirichie St)
12.1 Fencing	861	Laneway Palisade Fencing (Baobab Street)
12.2 Lighting		
12.2 Lighting	0	
12.2 Lighting	724	FITZROY CROSSING SPORTS GROUND LIGHTING
12.2 Lighting	824	Flood Light (Derby depot)
12.2 Lighting	811	Flood Lights (Derby Pool)
12.2 Lighting	719	Lighting - Bowling Rink (Derby Recreation Centre)
12.2 Lighting	12003	Lighting - Car Park (Nicholson Oval)
12.2 Lighting	833	Lighting - Car park (Race Course)
12.2 Lighting	747	Lighting - Floodlight (Apex Park)
12.2 Lighting	740	Lighting - Floodlights (Nicholson Oval)
12.2 Lighting	827	Lights - Carpark (Curtin Airbase)
12.2 Lighting	828	Lights - Carpark (Fitzroy Airport)
12.2 Lighting	717	VOLLEYBALL COURTS DERBY RECREATION CENTRE LIGHTING
12.2 Lighting	866	Library Precinct Lighting
12.2 Lighting	860	Administration Precinct Lighting
12.2 Lighting	865	Development Services Precinct Lighting
12.3 Public facilities (Outdoor)		
12.3 Public facilities (Outdoor)	0	
12.3 Public facilities (Outdoor)	819	Basketball Courts - includes lights shelter & fencing (Loch Street)
12.3 Public facilities (Outdoor)	695	Jetty Walkway (includes Lighting Seats & Shelter)
12.3 Public facilities (Outdoor)	802	Playground - Integrated Water Park (Derby Pool)
12.5 Shade Shelter	812	Shade Shelter - Water Park (Derby Pool)
12.3 Public facilities (Outdoor)	818	Volley Ball Court - with fencing (Recreation Centre)
12.3 Public facilities (Outdoor)	867	Fitzroy Crossing Dump Point
12.4 Water Infrastructure		
12.4 Water Infrastructure	0	
12.4 Water Infrastructure	829	Fire Main - with 2X 14400 litre tanks 2 X diesel pumps and fire hydrants (Derby Airport)
12.4 Water Infrastructure	780	Fire Main - with Hydrant Booster (Civic Centre)
12.4 Water Infrastructure	830	Potable Water System - with 144000 litre tank pumps & chlorinator (Derby Airport)
12.4 Water Infrastructure	605	PVA water tank pump & fencing (Lytton Park)
12.4 Water Infrastructure	683	Water Pipe Line - Ashley Street to Bloodwood park
12.4 Water Infrastructure	820	Water Stand Pipe - Steel (Derby depot)
12.4 Water Infrastructure	831	Water Tank - metal with pump (Great Northern Highway Fitzroy)
12.4 Water Infrastructure	842	Water Tank - Poly 16366 litre (Fitzroy Airport)
12.4 Water Infrastructure	826	Water Tank & Pump (Ashley Street)
12.4 Water Infrastructure	839	Water Tank and Stand - Metal (Fitzroy Airport)

12.4 Water Infrastructure	851	WATER TANK WITH WEATHER FOUNDATION
12.4 Water Infrastructure	852	WATER TANK WITH WEATHER FOUNDATION
12.4 Water Infrastructure	813	Windmill and Artesian Bore (Boab Prison Tree)
12.5 Shade Shelter		
12.5 Shade Shelter	0	
12.5 Shade Shelter	718	BLOODWOOD PARK SHADE SHELTER
12.5 Shade Shelter	805	Playground - Steel Pole and Shade Cloth (Apex Park)
12.5 Shade Shelter	1568	Retractable Shade Shelter (Derby Swimming Pool)
12.5 Shade Shelter	647	Shade Sail (Derby - Nicholson Oval Playground)
12.5 Shade Shelter	664	Shade Sail and Pole (Lytton Park)
12.5 Shade Shelter	810	Shade Shelter - Leisure Pool (Derby Pool)
12.5 Shade Shelter	834	Shade Shelter (Derby Pool)
12.5 Shade Shelter	840	Shade Shelter (Great Northern Highway Fitzroy)
12.5 Shade Shelter	721	Wash Down Bay & Shade Shelter (Derby Depot)
12.5 Shade Shelter	14045	Derby Cemetery Shade Structure
12.5 Shade Shelter	14046	Fitzroy Cemetery Shade Structure
12.6 Seating (Outdoor)		
12.6 Seating (Outdoor)	0	
12.6 Seating (Outdoor)	779	Bench - Concrete Picnic (Civic Centre)
12.6 Seating (Outdoor)	12019	BOAT RAMP-SHELTER-METAL PICNIC SHELTER WITH METAL TABLE
12.6 Seating (Outdoor)	752	Picnic Benches - Concrete (One Mile Dinner Camp)
12.6 Seating (Outdoor)	835	Picnic Benches - Metal (Derby pool)
12.6 Seating (Outdoor)	743	Seating - Aluminium Park Bench (Lytton Park)
12.6 Seating (Outdoor)	767	Seating - Metal Park Seat (Cemetery)
12.6 Seating (Outdoor)	763	Shelter - Metal on Concrete Slab (Coolabah Park)
12.6 Seating (Outdoor)	838	Shelter & Seating - Metal (Boab Prison Tree)
12.7 Recreation Facility (Outdoor)		
12.7 Recreation Facility (Outdoor)	0	
12.7 Recreation Facility (Outdoor)	784	Barbeque - (Fitzroy Crossing Oval)
12.7 Recreation Facility (Outdoor)	657	BASKETBALL COURT (HALF) - YOUTH CENTRE
12.7 Recreation Facility (Outdoor)	12020	Boat Ramp - Concrete with two Mooring Stations
12.7 Recreation Facility (Outdoor)	686	Bowling Rinks (Derby Recreation Centre)
12.7 Recreation Facility (Outdoor)	626	Cricket Pitch - Synthetic (Derby - Nicholson Oval)
12.7 Recreation Facility (Outdoor)	676	DERBY MULTI-PURPOSE COURTS - RESURFACE
12.7 Recreation Facility (Outdoor)	803	Exercise Equipment - Chess Press & Chin Dip Lift (Swimming Pool)
12.7 Recreation Facility (Outdoor)	816	Exercise Equipment (Jetty Walkway)
12.7 Recreation Facility (Outdoor)	799	Fitzroy PlaySpace (WIP)
12.7 Recreation Facility (Outdoor)	837	Goal Posts & Behinds (Nicholson Oval)

		Goal Posts & Behinds (Nicholson Oval)
12.7 Recreation Facility (Outdoor)	817	Hit Up Wall - with concrete pad (Recreation Centre)
12.7 Recreation Facility (Outdoor)	809	Leisure Pool - In Ground (Derby Pool)
12.7 Recreation Facility (Outdoor)	804	Play Equipment - Integrated Junior (Swimming Pool)
12.7 Recreation Facility (Outdoor)	646	Playground - (Apex Park)
12.7 Recreation Facility (Outdoor)	807	Playground - Integrated Pirate Ship (Coolibah Park)
12.7 Recreation Facility (Outdoor)	806	Playground - Play Equipment (Bloodwood Crescent)
12.7 Recreation Facility (Outdoor)	808	Playground - Soft Fall Matting (Derby Pool)
12.7 Recreation Facility (Outdoor)	684	Playground Equipment - includes seating & shelter (Lytton Park)
12.7 Recreation Facility (Outdoor)	621	Playground Equipment - Rubberised Matting (Fitzroy)
12.7 Recreation Facility (Outdoor)	635	Playground Equipment (Fitzroy)
12.7 Recreation Facility (Outdoor)	648	Playground equipment for oval
12.7 Recreation Facility (Outdoor)	694	Practice Nets - (Derby - Nicholson Oval)
12.7 Recreation Facility (Outdoor)	10009	Skate Park
12.7 Recreation Facility (Outdoor)	530	Swimming Pool - In Ground 25mt 6 Lane (Derby)
12.7 Recreation Facility (Outdoor)	573	Tennis Courts
12.7 Recreation Facility (Outdoor)		Pool - Fitzroy in ground
12.8 Other (Structures)		
12.8 Other (Structures)	1606	Sculpture - Moon Goddess
12.8 Other (Structures)	1608	Sculpture - Flock of Brolgas
12.8 Other (Structures)	1607	Sculpture - Horseman
12.8 Other (Structures)	1607	Sculpture - Contemplation
12.8 Other (Structures)	869	Fitzroy Depot Sea Storage Container
12.8 Other (Structures)	801	CCTV Cameras
12.8 Other (Structures)		CCTV Poles
12.8 Other (Structures)		Rooftop Solar (by HP)
Footpaths		
13.1 Footpaths		
13.1 Footpaths	0	
13.1 Footpaths	795	Footpath - Cattle Race
13.1 Footpaths	10018	Footpath - Delewar Street
13.1 Footpaths	10019	Footpath - Ashley Street
13.1 Footpaths	10020	Footpath - Banksia Street
13.1 Footpaths	10021	Footpath - Anderson Street
13.1 Footpaths	10022	Footpath - Marmion Street
13.1 Footpaths	10023	Footpath - Heytesbury Street

13.1 Footpaths	10024	Footpath - Rowan Street
13.1 Footpaths	10025	Footpath - Bloodwood Street
13.1 Footpaths	10026	Footpath - Kurrajong Loop
13.1 Footpaths	10027	Footpath - Mimisoa Street
13.1 Footpaths	10028	Footpath - Clarendon Street
13.1 Footpaths	10029	Footpath - (Derby Jetty)
13.1 Footpaths	10030	Footpath - Fairbairn Street
13.1 Footpaths	10031	Footpath - Hardman Street
13.1 Footpaths	10032	Footpath - Johnston Street
13.1 Footpaths	10033	Footpath - Knowsley Street West
13.1 Footpaths	10034	Footpath - Loch Street
13.1 Footpaths	10035	Footpath - Marmion Street
13.1 Footpaths	10036	Footpath - Nevill Street
13.1 Footpaths	10037	Footpath - Waycott Street
13.1 Footpaths	10038	Footpath - Coolibah Close
13.1 Footpaths	10039	Footpath - Edgar Street
13.1 Footpaths	10040	Footpath - Livistonia Street
13.1 Footpaths	10041	Footpath - Tea Tree Mews
13.1 Footpaths	10042	Footpath - Aalfonsas Street
13.1 Footpaths	10110	Footpath - Fallon Street
13.1 Footpaths	10111	Footpath - Mclarty Road
13.1 Footpaths	10112	Footpath - Forrest Road
13.1 Footpaths	10113	Footpath - Flynn Street
13.1 Footpaths	10114	Footpath - Sanford Road
13.1 Footpaths	10115	Footpath - Scrivener Road
13.1 Footpaths	10116	Footpath - Balanilangarri Road
13.1 Footpaths	10117	Crossover - Steel street
13.1 Footpaths	3204	Footpath



Shire of Derby / West Kimberley

Long Term Financial Plan

2023/24 - 2037/38



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Contents

1.0	Foreword	3
2.0	Key Information.....	4
3.0	Executive Summary	5
4.0	Community Profile, Vision and Objectives.....	6
5.0	Long Term Financial Planning Overview	7
6.0	Scenario Modelling	11
7.0	Strategic Planning and Policies.....	12
8.0	Risk Management.....	13
9.0	Assumptions, Risks, Uncertainties and Sensitivity	14
10.0	Monitoring and Performance.....	20
	Appendix A1 – Forecast Financial Statements	21
	Appendix B5 – Forecast Statement of Changes in Equity 2023-2038.....	26
	Appendix B6 – Forecast Statement of Cashflows 2023-2038	27
	Appendix B7 – Forecast Statement of Funding 2023-2038.....	28
	Appendix B8 – Forecast Statement of Net Current Asset Composition 2023-2038.....	29
	Appendix B9 – Forecast Statement of Fixed Asset Movements 2023-2038.....	30
	Appendix B10 – Forecast Statement of Capital Funding 2023-2038.....	31
	Appendix B11 – Forecast Ratios 2023-2038	32
	Other Matters	36

1.0 Foreword

"A place where people want to live, invest, visit and return to"

Our Vision

We are pleased to present the Shire of Derby/West Kimberley Long Term Financial Plan for 2023/24 - 2037/38.

As part of the Shire's ongoing commitment to an integrated approach to planning for the future, it provides the Council and the community with a picture of the Shire's long term financial and asset management circumstances and assists us to meet our strategic outcomes and objectives.

The Shire will encounter many challenges and opportunities over the next 15 years. Changes in population levels and demographics bring with them changing community needs and expectations. The Council will require a clear understanding of its capacity to meet these service expectations as it maintains a strong focus on sound financial management.

Council welcomes community participation in the planning process as we develop the strategic direction for a promising future for our Shire. We invite members of the community to contact a Councillor or Senior Council staff members if they have any questions.

The Shire of Derby/West Kimberley Long Term Financial Plan is an important planning tool as we strive to achieve the strategies set out in the Shire of Derby/West Kimberley Strategic Community Plan 2021-2031.

The Shire has recently devoted significant resources to improving its strategic planning. This work continues as we constantly seek to improve our systems and service delivery.

Further work is required to update the asset management component of this Plan. This Plan will be used with our Corporate Business Plan and Workforce Plan to achieve our goals and drive the Shire in achieving its vision of "A place where people want to live, invest, visit and return to".

**Amanda Dexter
Chief Executive Officer**

2.0 Key Information

ASSUMPTIONS

 3.5%
Long Term
Inflation Forecast

 Stable
Population

 Stable
Levels of Service

 Stable
Operations

 Balanced
Annual Budget

 4.5%
Forecast
Rates Increase

 3.5%
Forecast
Employee Costs


STATISTICS ^{1 1 2}

 9
Elected
Members

 71
Employees

 3,674
Electors

 3,008
Dwellings

 2,366 km
Distance from
Perth

 119,731km²
Area

 7,075
Population

FINANCIAL INFORMATION³

\$7,626,940
Rates Revenue

\$4,537,317
Fees and Charges

\$23,112,530
Operating Revenue

\$26,459,143
Operating Expenditure

\$331,316,858
Net Assets

\$975,801
Cash Backed Reserves

\$3,066,521
Long Term Borrowings

¹Australian Bureau of Statistics, Derby-West Kimberley (S) (LGA52800) 2021 Census of Population and Housing

²WALGA Online Local Government Directory 2020/21, Shire of Derby/West Kimberley

³Shire of Derby/West Kimberley 2021-22 Draft Annual Financial Report

3.0 Executive Summary

The following information provides a brief summary of the Long Term Financial Plan 2023/24 - 2037/38, this should be read in conjunction with the underlying assumptions detailed in this Plan.

3.1 Planning for a Sustainable and Stable Future

The Shire of Derby/West Kimberley is planning for a positive and stable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

Long term maintenance and renewal of the Shire’s infrastructure remains a significant challenge and requires external funding to ensure the economic and social benefits of the Shire’s infrastructure to the broader region and Western Australia are not impacted.

3.2 Significant Issues

The continued provision of community infrastructure remains one of the key priorities and major expenditure items for the Shire.

Renewal of road infrastructure and other community infrastructure remains a high priority due to the social, community and economic benefit these assets provide.

Funding the renewal of these assets is likely to be a significant financial challenge beyond the Shire’s forecast capacity if external funding is not available. Adequate maintenance, renewal and upgrading of significant community assets remains highly dependent on the receipt of external grants and contributions.

Rate revenue is forecast to increase by 4.5% (CPI) for the term of the Plan. These increases are to assist in the long term financial stability of the Shire and to maintain the level of services to the community.

3.3 Forecast Capital Projects

An extensive capital works program has been planned over the term of the Plan with a mixture of new/upgrade assets and asset renewals, aimed at ensuring the continued provision of high quality community infrastructure to residents of the Shire. Total planned asset expenditure per asset class over the 15 year term of the Plan is shown in the table below.

Planned expenditure by Asset Class	2023-2038 Amount (\$)
Buildings	8,000,000
Plant and Equipment	10,281,651
Infrastructure - Roads	72,173,482
Infrastructure – Footpaths	1,997,107
Infrastructure – Drainage	2,496,377
Infrastructure - Other	4,200,000
Grand Total	99,148,617

4.0 Community Profile, Vision and Objectives

4.1 Location and Heritage

The Shire of Derby/West Kimberley covers an area of 119,761 square kilometres, servicing 54 Aboriginal communities and three towns. Derby and Fitzroy Crossing being the main population centres with a third township at Camballin. Derby is the major centre of the Shire and this is where the main Administration Centre is located.

The Shire of Derby/West Kimberley offers its residents a unique and unparalleled way of life. On our doorstep are some truly stunning and untouched wilderness like the famed Buccaneer Archipelago, National Parks and gorges, the mighty Fitzroy River and the Gibb River Road.

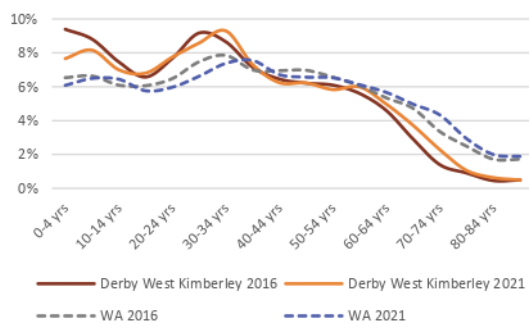
These pristine environments offer the opportunity for the community to get out camping, fishing and four wheel driving. Derby remains a supply point for an important part of the Kimberley’s pastoral, mining, oil and tourist industries.

The Shire continues to maintain a number of assets to service the community, and welcomes visitors to enjoy the scenic area.

The following statistics reflect the Shire’s population in comparison to the population of the state of Western Australia. ¹

Population	2016		2021
Derby/West Kimberley	7,730	↓	7,075 ↓
WA	2.47m	↑	2.66m ↑

The chart below shows the population distribution for the Shire by age, highlighting minor changes for both the Shire and Western Australia from 2016 and 2021 census data.



¹ (AUSTRALIAN BUREAU OF STATISTICS)

Refer to Appendix B12 – Forecast Significant Accounting Policies

4.2 Vision

The Shire’s strategic vision: "A place where people want to live, invest, visit and return to".

4.3 Strategic Objectives

The following key strategic priority areas and principles are captured in the Shire’s Strategic Community Plan 2021-2031 and considered within the Long Term Financial Plan.

Strategic Priorities:

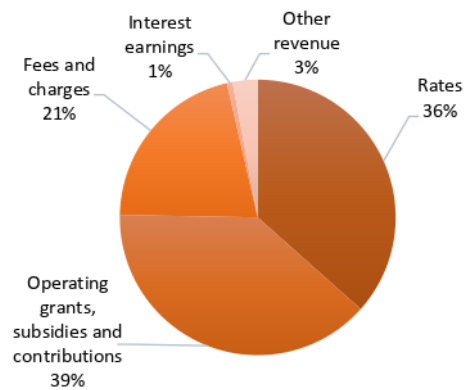
- Leadership and Governance
 - Collaboration and partnerships
 - Capable, inclusive and effective organisation
 - Effective communication
- Community
 - Safe communities
 - Healthy communities
 - Vibrant and culturally rich communities
 - Sustainable communities
- Economy
 - Industry and business development and growth
 - Strong economy
- Environment
 - Our natural environment
 - Liveable communities
 - Sustainability

5.0 Long Term Financial Planning Overview

5.1 Forecast Revenue

Comprising 36% of total revenue in year 1, rates are expected to generate \$9.0m in 2023/24, increasing to \$16.6m in 2037/38. The Shire is reliant on receiving more than \$183.3m over the next 15 years in untied operating grants, subsidies and contributions to maintain the current level of operations and services. Non operating grants are expected to be received for the renewal of assets over the term of the Plan.

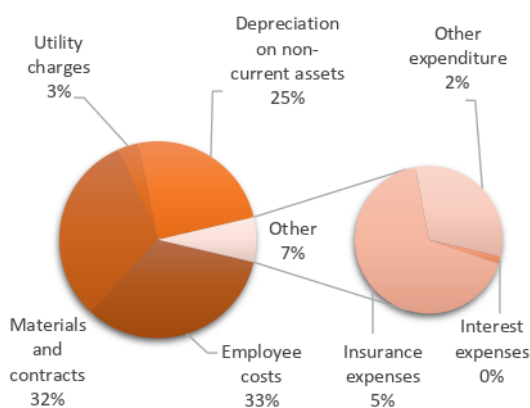
5.1.1 Revenue Composition Year 1



5.2 Forecast Expenditure

Expenditure is forecast to increase roughly in line with inflation, with the exception of depreciation expense which is slightly impacted by the addition of assets.

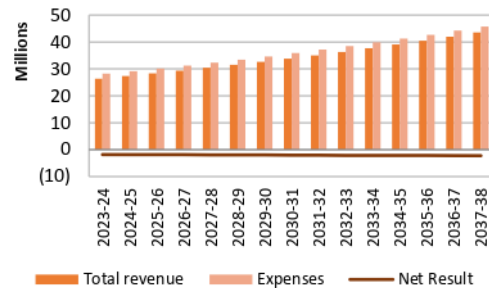
5.2.1 Expenditure Composition Year 1 to 15



5.3 Net Result

The chart below reflects in the columns the steady increase in operating revenue and expenditure forecast over the 15 years, with the brown line reflecting the net result. Changes in operating and non-operating grants result in the revenue spikes reflected in the chart.

5.3.1 Forecast Net Result Year 1 to 15



Revenue increases have been modelled throughout the life of the Plan to improve the financial position of the Shire, maintain service levels to the community and deliver capital works programs. Even with these modelled increases, the net result does not consistently improve, except where higher capital contributions are forecast to be received. If the modelled increases were not to be consistently applied, the financial position would, over time, further deteriorate.

Efficiency savings are also required throughout the Plan. Details of savings are yet to be determined, the challenge will be to achieve these savings without negatively impacting services to the community.

A number of assumptions and estimates have been utilised in arriving at these values and actual events may vary significantly from those provided.

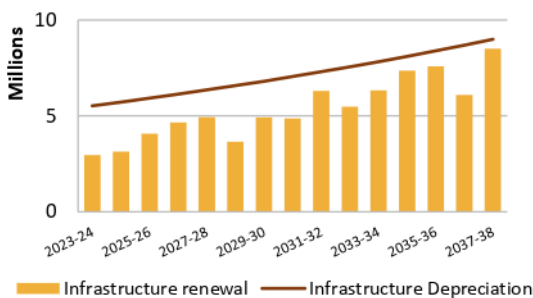
5.0 Long term Financial Planning Overview (Continued)

5.4 Depreciation Expense

Depreciation expense increases throughout the Plan from \$6.8m in year 1 to \$11.4m in year 15 as assets are revalued and renewed. Depreciation of infrastructure over the 15 years is \$133.6m, shown by the brown line in the chart below. The planned level of infrastructure asset renewal expenditure at \$80.9m, shown by the yellow columns, over the term of the Plan is below the level of depreciation.

Ideally, the average asset renewal should be in line with depreciation expense over the long term, to ensure the value of assets is maintained. On average, the Shire is planning to renew its infrastructure assets at a lower level than they are depreciating over the term of the Plan. The average lifespan of infrastructure assets is greater than 15 years and as such a number of assets will only require renewal beyond the term of the Plan.

5.4.1 Infrastructure Depreciation Expense v Asset Renewal Expenditure

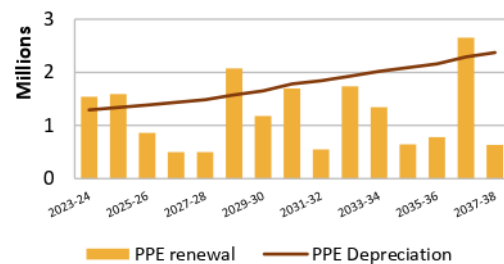


Further improvements in asset management data and the estimation of depreciation expense, along with the future renewal of long lived assets may result in a closer alignment between asset renewals and depreciation expense.

Where the planned asset renewals are lower than depreciation, the written down value of these assets will decrease over time as depreciation erodes the value of the assets. Revaluation of assets in line with inflation may mask a real decrease in value where planned asset renewals are lower than depreciation.

Planned property, plant and equipment asset renewals of \$18.3m, shown by the yellow columns in the chart below, over the 15 year term of the Plan is below forecast depreciation expense of \$26.6m, shown by the brown line, over the same period as shown in the chart below.

5.4.2 Property, Plant and Equipment Depreciation Expense v Asset Renewal Expenditure



Further improvements in asset management data and the estimation of depreciation expense, along with the future renewal of long lived assets may result in a closer alignment between asset renewals and depreciation expense.

5.5 Maintenance Expenditure

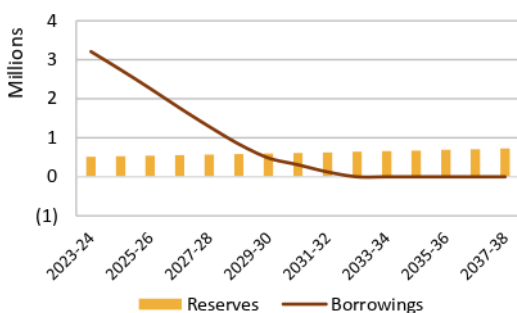
The current maintenance expenditure allocated in the annual operating budget is expected to continue at current levels, with inflationary increases occurring each year. Longer term maintenance costs may increase as new assets are constructed, these have not been included within this model as they are unknown.

5.0 Long term Financial Planning Overview (Continued)

5.6 Forecast Borrowings and Cash Reserves

In general, the finances of the Shire are expected to remain stable over the long term. Reserves will be utilised to save for major forecast asset renewals and subsequently to fund the renewals, resulting in the variations in reserve levels as shown in the chart below.

5.6.1 Forecast Borrowings and Cash Reserve levels



Existing borrowings are planned to be paid down by year 9 of the Plan. No new loans are planned and reducing borrowings is part of the Shire’s strategy to allow flexibility to respond to sudden or unexpected expenditure requirements.

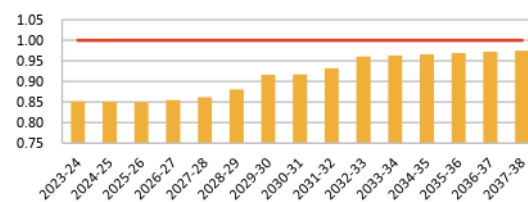
This strategy provides scope to leverage off future grant funding opportunities when, and if, they become available. The strategy also includes the use of cash backed reserves to save for significant future asset renewal spikes.

A number of assumptions and estimates have been utilised in arriving at these values and actual events may vary significantly from those provided.

5.7 Forecast Operating Ratios 2023-2038

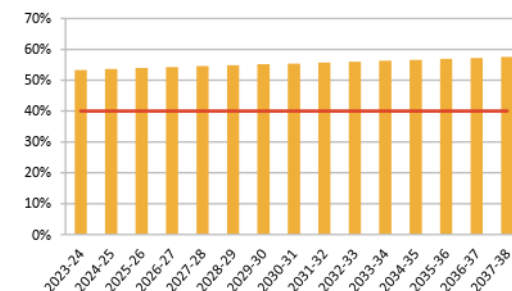
Monitoring the Shire’s financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios. The red lines in the charts below indicate the Department of Local Government, Sport and Cultural Industries’ (the Department) minimum target level of the ratio. An explanation of all ratios is provided at Section 10.

5.7.1 Forecast Current Ratio 2023-2038



As expected for a Shire with a forecast balanced funding surplus and current borrowing liabilities, the ratio is less than 1.0. This trend is not considered to indicate a threat to the Shire’s long term financial position as the current ratio is a short term indicator not a long term indicator. The ratio improves during the term of the Plan as current loan liabilities reduce.

5.7.2 Forecast Own Source Revenue Ratio 2023-2038



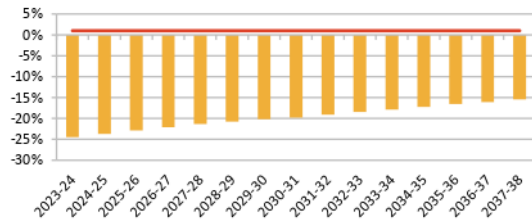
The ratio remains above the target, indicating a reduced reliance on grants and contributions.

Refer to Appendix B12 – Forecast Significant Accounting Policies



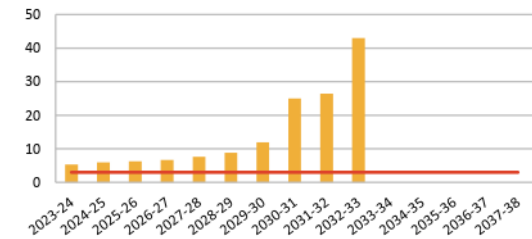
5.0 Long term Financial Planning Overview (Continued)

5.7.3 Forecast Operating Surplus Ratio 2023-2038



The ratio how the level of funds from operations increases through the term of the plan but remains insufficient to cover depreciation expense. Additional rate increases would be required to improve this ratio.

5.7.4 Debt Service Coverage Ratio 2023-2038

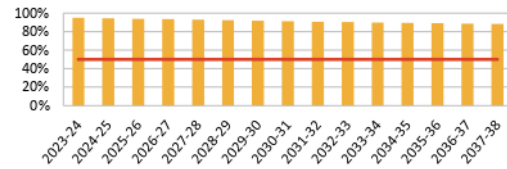


The debt service coverage ratio is above the target in the first years of the Plan, however increases significantly in 2030-31, with no loan liabilities forecast from 2033-34 for the remainder of the Plan.

5.8 Forecast Asset Ratios 2023-2038

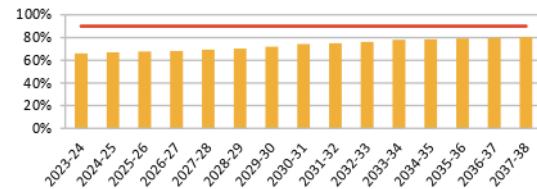
Reflecting the average age of assets, the asset consumption ratio shows how the Shire's assets will age whilst the Shire uses it resources to renew assets.

5.8.1 Forecast Asset Consumption Ratio 2023-2038



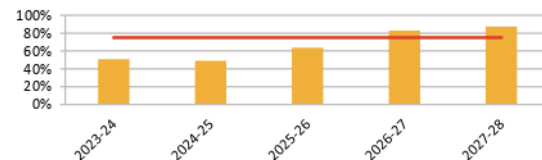
The above graph shows the average age of Shire assets decreasing slightly over the long term. Additional asset renewals are required to address this ratio.

5.8.2 Forecast Asset Sustainability Ratio 2023-2038



The asset sustainability increases throughout the term of the Plan, the target level shown as the red line in the chart above, indicates assets are not being consistently renewed at the same level as depreciation expense.

5.8.3 Forecast Asset Renewal Funding Ratio 2023-2038



The asset renewal funding ratio increases over the initial 5 years to meet the target. To meet the target previous asset renewal backlogs would need to be addressed.

As the asset renewal funding ratio requires 10 years of planned and required asset renewals it is only able to be calculated for the first five years of the Plan once the required asset renewals have been determined.

6.0 Scenario Modelling

6.1 Scenario Modelling

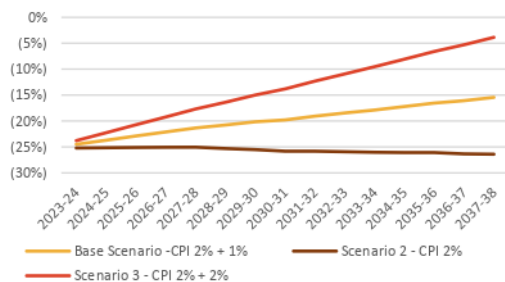
Scenarios were developed to test the financial impact of reduced levels of operating funding. To ascertain the effect of reduced funding levels, modelling of various scenarios was undertaken.

A base scenario was developed with a rates yield increase in line with inflation (3.5%) for the term of the Plan. Two alternative scenarios were also developed from this base as shown in the table below. All other assumptions remained the same across the three scenarios.

Scenario	Rates Increase above CPI (3.5%)	Total Increase
Base Scenario	1%	4.5%
Scenario 2	0%	3.5%
Scenario 3	2%	5.5%

The base scenario was selected as the most appropriate and has been used for the Plan. The base scenario includes levels of rate revenue to ensure the current levels of service are maintained.

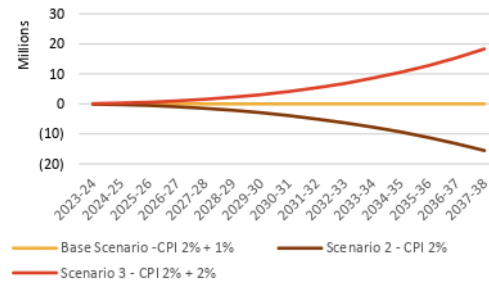
6.2 Scenario Comparison – Operating Surplus Ratio



The chart above shows the impact of the same change in total rates yield on the Shire’s Operating Surplus Ratio (other assumptions remaining the same). The base scenario with rate increases in line with inflation was selected as the basis of this plan.

The charts below reflect the impact of a change in total rates yield on the estimated surplus (deficit) at June 30 from the base scenario (other assumptions remaining the same).

6.3 Estimated Surplus (Deficit) June 30 Carried Forward



The cumulative impact of the changes in rates result in the surplus (deficit) shown in the table below.

	Estimated Surplus/(Deficit)		
	Scenario 1 CPI 3.5%	Scenario 2 CPI 3.5% + 2%	Scenario 3 CPI 3.5% -1%
2023-24	0	(85,885)	85,884
2024-25	0	(266,672)	268,388
2025-26	0	(552,020)	559,162
2026-27	0	(952,262)	970,838
2027-28	0	(1,478,454)	1,517,098
2028-29	0	(2,142,412)	2,212,752
2029-30	0	(2,953,493)	3,073,816
2030-31	0	(3,908,079)	4,117,600
2031-32	0	(5,016,450)	5,362,797
2032-33	0	(6,289,487)	6,829,580
2033-34	0	(7,738,695)	8,539,708
2034-35	0	(9,376,242)	10,516,634
2035-36	0	(11,214,993)	12,785,621
2036-37	0	(13,268,543)	15,373,870
2037-38	0	(15,551,260)	18,310,652

7.0 Strategic Planning and Policies

7.1 Linkage with Other Plans

The Strategic Resourcing Plan is one component of a number of integrated strategic planning practices the Shire has developed. Combining asset management planning and long term financial planning into one document, the Strategic Resourcing Plan considers, and influences, workforce planning along with other key strategic plans.

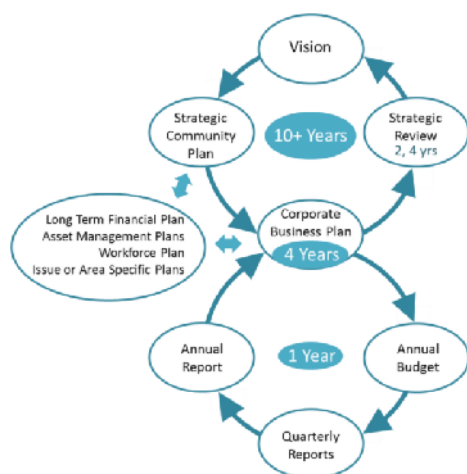
This Strategic Resourcing Plan has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Development of the Plan has also been influenced by the Department’s Integrated Planning Framework and Guidelines.

7.2 Strategic Documents Linkage

This Plan includes, and influences, other strategic planning activities as a mechanism to action the strategies contained in the Shire’s Strategic Community Plan, as illustrated in the diagram below.

Diagram: Integrated Planning and Reporting Cycle²



² Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016

7.3 Strategic Community Plan 2021-2031

The Strategic Community Plan has been prepared to cover a minimum period of 10 years and details the community’s vision, aspirations and objectives for the Shire. To achieve the vision, a series of priorities, objectives and strategies were developed. Many strategies may be required to achieve a single objective and many objectives needed to achieve a single priority.

Individual strategies all require actions involving extra human, physical and financial resources. Achieving the Shire’s strategic priorities requires careful operational planning and prioritisation. This planning process is formalised as a Corporate Business Plan, operating on a rolling four-year basis.

7.4 Corporate Business Plan

The Corporate Business Plan (CBP) contains details of the actions and resources (human, asset and financial) to achieve each strategy and acts as an organisational guide for the Council and management.

The financial capacity and asset management practices to support the CBP are set out in the Strategic Resourcing Plan for the period. This planning provides an assurance the actions contained in the CBP can be adequately resourced over the next four years and highlights the long term consequences of the application of resources to undertake various projects.

7.5 Workforce and Other Strategic Plans

The Workforce Plan and other strategic plans integrate with the Strategic Resourcing Plan through the workforce requirement for assets and financial resources along with the requirements for a workforce to manage the Shire’s assets and financial resources.

The Shire’s Workforce Plan has been considered in the development of this Strategic Resourcing Plan. No financial impacts are expected from the Workforce Plan with employee costs forecast to rise in line with forecast inflation at 3.5%.

8.0 Risk Management

8.1 Risk Management

The Shire provides a diverse range of services and facilities to the general public which exposes it to risks. As part of the implementation of Integrated Planning and Reporting, the Shire intends to formalise its risk based management practices to improve the management of identified risks.

The Shire has a practice of conducting a regular review of insurance levels of assets by the Chief Executive Officer and Director of Corporate Services to ensure the level is adequate. The Shire's insurer is LGIS.

The Shire's investment policy requires the investment of surplus funds (including cash reserves) to be in term deposits held by authorised deposit taking institutions or Treasury bonds.

The Shire seeks to engage experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles with minimal risk to the community and the Shire.

8.2 Certainty of Assumptions

Included in the Plan is a detailed analysis of the assumptions used as part of the planning process and the level of risk associated with each assumption.

The impact of the assumptions applied to issues identified as carrying a high risk have been separately disclosed, as has the sensitivity of movements in these assumptions on the financial forecasts set out in this Plan.

8.3 Sensitivity Analysis

Where an assessment has been made that a high level of uncertainty applies to the assumptions, sensitivity analysis has been used to help quantify the potential financial impact of a change in the assumption.

Assumptions with a high level of uncertainty and a higher dollar value present the greatest risk that a movement will result in unexpected and detrimental consequences. The details of this analysis are shown adjacent to each assumption on the following pages.

Refer to Appendix B12 – Forecast Significant Accounting Policies

9.0 Assumptions, Risks, Uncertainties and Sensitivity

9.1 Revenue – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Shire Growth in Population: The number of residents in the Shire is expected to remain stable.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Rates Level Increase: Annual rates have been based on an increase in the total rate yield of 4.5% (forecast inflation 3.5% +1%) rate for the term of the Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Operating Grants and Contributions: Increases in line with inflation forecast.	Low	Not assessed as high financial risk.	Medium	± \$1,832,614 to the value of operating grants and contributions per 1% movement in the value over the life of the Plan.
Non-operating Grants and Contributions: Remain in line with funding requirements identified for various capital works.	High	The forecast new capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately impact on service levels.	High	± \$277,500 to the value of non-operating grants and contributions per 1% movement in the value over the life of the Plan.
Fees and Charges: Increases in line with inflation forecast	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Interest Earnings: Interest earning of an average rate of 2.5% per annum.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Other Revenue: Increase in line with inflation.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Profit on Asset Disposal: Profit on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate no profit on asset disposals has been included.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

Refer to Appendix B12 – Forecast Significant Accounting Policies

9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

9.2 Expenditure – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Employee Costs: Increase annually by forecast inflation.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Materials and Contracts: Increased annually by forecast inflation.	Medium	Not assessed as high financial risk.	High	± \$1,719,369 to the value of materials and contracts per 1% movement in the value over the life of the Plan.
Depreciation: Depreciation has been calculated using an average rate for each asset class based on the weighted average estimated remaining useful life of assets in the class.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Insurance: Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Other Expenditure: Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Loss on Asset Disposal: A loss on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate in the Plan, no loss on asset disposals has been included in the Plan.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

Refer to Appendix B12 – Forecast Significant Accounting Policies

9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

9.3 Assets – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Revaluations: In line with annual inflation.	Low	The revaluation of assets may result in changes in asset ratio analysis and depreciation, leading to a change in the net result. The revaluation of assets will have no impact on Cashflows.	High	±\$680,280 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$4,751,785 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.
Impairment of Assets: No impairment of assets has been assumed over the life of the Plan. Impairment of assets usually occurs due to unplanned or unforeseen events such as natural disasters.	High	A widespread major impairment event may result in a requirement for high levels of expenditure to maintain service levels.	Medium	Unable to be quantified.
Infrastructure Assets: Expenditure has been based on historical levels escalated by inflation and infrastructure additions.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Property, Plant and Equipment: Building expenditure is in accordance with planned projects and plant expenditure is based on the Plant Replacement Program.	High	Planned expenditure is highly dependent on receipt of capital grants for buildings.	Medium	Not assessed as high level of uncertainty.

Refer to Appendix B12 – Forecast Significant Accounting Policies



9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

9.4 Liabilities – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Borrowings: New borrowings to be considered for capital works where required.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Employee Entitlements: It has been assumed the Shire will be in a position to meet its obligations in relation to employee entitlements.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.

Refer to Appendix B12 – Forecast Significant Accounting Policies



9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

9.5 Equity Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Cash Backed Reserves: It has been assumed the Shire will invest cash reserves in term deposits with banking institutions and these funds will be available for use during the term of the Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Revaluation Surplus: Increasing in line with inflation based revaluation.	Low	The revaluation of assets to their fair value may result in changes in asset ratio analysis and depreciation leading to a change in the net result. The revaluations of assets will have no impact on Cashflows.	High	±\$680,280 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$4,751,785 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.

Refer to Appendix B12 – Forecast Significant Accounting Policies



9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

9.6 Other – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Ownership of Strategic Assets: The Shire has not planned for the ownership of any strategic assets to be transferred to another party over the term of the Plan.	High	Any significant changes to the ownership of strategic assets would require an amendment to this Plan and, depending on the circumstance, be subject to community consultation.	Low	Not assessed as high level of uncertainty.
Inflators: Forecast inflation at 3.5% per annum.	Medium	Not assessed as high financial risk.	High	± \$4,860,590 to operating revenue per 1% movement in the inflators over the life of the Plan. ± \$5,443,710 to operating expenditure per 1% movement in the inflators over the life of the Plan.
Commercial Activities: The Shire has no plans to undertake a significant commercial activity during the period of the Plan.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
General Economic Forecasts for State: The economic forecast for the State is closely linked to the success of the mining industry. Demands for minerals is forecast to remain stable in the short term with a corresponding stability of the state economy.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
General Economic Forecasts for Region: Historically, the region's economy is heavily dependent on mining. This remains the assumption for the term of this Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.

Refer to Appendix B12 – Forecast Significant Accounting Policies

10.0 Monitoring and Performance

10.1 Monitoring

The Plan will be the subject of a desktop review each year to consider changing circumstances, with a full revision scheduled every two years in line with the review of the Strategic Community Plan.

Monitoring the Shire's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios.

10.2 Ratio Targets

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

To maintain comparability across the industry, these ratios and their respective target ranges, have been derived from the Department's Long Term Financial Planning guidelines and *Regulation 50 of Local Government (Financial Management) Regulation 1996*.

The Department's Advisory Standard also provides target levels for each of the ratios.

Ratio	Calculation	Indication	Minimum target
Current Ratio	current assets minus restricted assets current liabilities minus liabilities associated with restricted assets minus current liabilities associated with long term borrowings	A measure of the Shire's immediate liquidity and the capacity to meet short term financial obligations from unrestricted current assets.	1.
Operating Surplus Ratio	operating revenue minus operating expense own source operating revenue	A measure of the extent to which own source revenues raised cover operational expenses.	1%
Own Source Revenue Coverage Ratio	own source operating revenue operating expense	A measure of the extent of the Shire's ability to cover costs using only discretionary revenue.	40%
Debt Service Coverage Ratio	Annual operating surplus before interest and depreciation principal and interest	A measure of the extent of the Shire's capacity to generate sufficient cash to cover debt payments.	3
Asset Consumption Ratio	depreciated replacement cost of assets current replacement cost of depreciation assets	A measure of the aged condition of the Shire's physical assets.	50%
Asset Sustainability Ratio	capital renewal and replacement expenditure depreciation expense	A measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives.	90%
Asset Renewal Funding Ratio	NPV of planned capital renewals over 10 years NPV of required capital expenditure over 10 years	The Shire's financial capacity to fund asset renewal to support existing service levels. (This ratio is based on the ten years forecast expenditure and as such is only able to be calculated of the first five years of the Plan).	75%

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix A1 – Forecast Financial Statements

Financial Statements

The following forecast financial statements have been prepared and are included at the end of the Plan.

These forecast statements have been prepared within a framework which accords with the Australian Accounting Standards.

Statements of Comprehensive Income

Often referred to as the operating statement, it shows the revenues and expenses over the periods classified by two methods (by Program and Nature or Type) to disclose a net result.

Statement of Financial Position

More commonly referred to as the Balance Sheet, this statement discloses the forecast changes in the balance of assets and liability accounts over the periods.

Statement of Changes in Equity

This statement discloses the changes in equity over the forecast period. It shows the impact of operations on net assets and the movement in cash backed and revaluation reserves.

Statement of Cashflows

Represents the forecast cash inflows and outflows and discloses the changes to the balance of cash over the period.

Statement of Funding

A statement combining operating and capital revenues and expenses and discloses the opening and closing net current forecast surplus (deficit) funding position for each year.

Statement of Net Current Asset Composition

A statement showing how the closing estimated surplus/deficit has been calculated.

Statement of Fixed Asset Movements

A summary of the impact of the Plan on the value of fixed assets over the period. It discloses the movements in the net value of property, plant, and equipment and infrastructure.

Statement of Fixed Asset Funding

A summary of the capital expenditure by asset class and the source of funding for each class.

Forecast Ratios

The forecast ratios required by the regulations and discussed earlier under monitoring and performance.

Nature or Type

A number of statements in the Plan are disclosed using nature or type descriptors of revenue and expenditure (for example Rates and Employee Costs). This classification is in accordance with Schedule 1 of the Local Government (Financial Management) Regulation 1996.

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix A1 – Forecast Financial Statements (Continued)

Service Programs

The Shire provides a wide variety of services to the community in order to achieve its vision and objectives. The following service program descriptions as per the *Local Government (Financial Management) Regulations 1996* are used in the Plan to represent these services, however not all services listed may be provided by the Shire of Derby/West Kimberley.

Objectives	Services	
Governance	Members of Council	
	Governance – general	
General purpose funding	Rates	
	Other general purpose funding	
Law, order, public safety	Fire prevention	
	Animal control	
	Other law, order, public safety	
	Health	
Health	Maternal and infant health	
	Preventative services	
	- Immunisation	
	- Meat inspection	
	- Administration and inspection	
	- Pest control	
	- Other	
	Other health	
	Education and welfare	Pre-school
		Other education
		Care of families and children
Aged and disabled		
- Senior citizens centres		
- Meals on wheels		
Other welfare		
Housing	Staff housing	
	Other housing	
Community amenities	Sanitation	
	- Household refuse	
	- Other	
	Sewerage	
	Urban stormwater drainage	
	Protection of environment	
	Town planning and regional development	
	Other community amenities	

Objectives	Services	
Recreation and culture	Public halls, civic centre	
	Swimming areas	
	Other recreation and sport	
	Television and radio re-broadcasting	
	Libraries	
	Other culture	
Transport	Streets, roads, bridges, depots	
	- Construction (not capitalised)	
	- Maintenance	
	Road plant purchase (if not capitalised)	
	Parking facilities	
	Traffic control	
	Aerodromes	
	Water transport facilities	
	Economic services	Rural services
		Tourism and area promotion
		Building control
Sale yards and markets		
Plant nursery		
Other economic services		
Other property and services		Private works
		Public works overheads
	Plant operation	
	Salaries and wages	
	Unclassified	
	Town Planning Schemes	

Refer to Appendix B12 – Forecast Significant Accounting Policies



Appendix B2 – Forecast Statement of Comprehensive Income by Nature or Type 2023/24 - 2037/38

	2019-20	2020-21	2021-22	Base	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues																			
Rates	7,342,404	7,365,244	7,626,940	8,588,437	8,974,917	9,378,787	9,800,833	10,241,870	10,702,754	11,184,378	11,687,675	12,213,621	12,763,233	13,337,579	13,937,770	14,564,969	15,220,393	15,905,311	16,621,050
Operating grants, subsidies and contributions	6,890,842	9,572,828	10,324,785	5,565,182	9,497,539	9,829,953	10,174,000	10,530,090	10,898,641	11,280,090	11,674,891	12,083,514	12,506,436	12,944,161	13,397,206	13,866,108	14,351,425	14,853,726	15,373,606
Fees and charges	4,028,832	3,705,444	4,537,317	5,003,258	5,178,378	5,359,623	5,547,208	5,741,359	5,942,303	6,150,279	6,365,539	6,588,330	6,818,921	7,057,580	7,304,593	7,560,255	7,824,868	8,098,738	8,382,197
Interest earnings	543,956	261,755	163,817	188,912	162,828	163,143	163,463	163,793	164,131	164,476	164,831	165,194	165,566	165,947	166,340	166,740	167,152	167,573	168,004
Other revenue	148,375	669,882	459,671	694,155	718,451	743,599	769,627	796,565	824,444	853,300	883,164	914,075	946,069	979,182	1,013,455	1,048,925	1,085,638	1,123,634	1,162,962
	18,954,409	21,575,153	23,112,530	20,039,944	24,532,113	25,475,105	26,455,131	27,473,677	28,532,273	29,632,523	30,776,100	31,964,734	33,200,225	34,484,449	35,819,364	37,206,997	38,649,476	40,148,982	41,707,819
Expenses																			
Employee costs	(6,233,109)	(6,868,307)	(8,405,210)	(11,936,453)	(9,354,233)	(9,681,633)	(10,020,496)	(10,371,214)	(10,734,220)	(11,109,908)	(11,498,756)	(11,901,207)	(12,317,741)	(12,748,865)	(13,195,080)	(13,656,905)	(14,134,909)	(14,629,622)	(15,141,660)
Materials and contracts	(7,758,407)	(7,583,028)	(7,142,953)	(10,541,715)	(8,910,686)	(9,222,556)	(9,545,329)	(9,879,409)	(10,225,180)	(10,583,062)	(10,953,472)	(11,336,837)	(11,733,611)	(12,144,269)	(12,569,316)	(13,009,228)	(13,464,560)	(13,935,814)	(14,423,571)
Utility charges	(1,011,575)	(909,609)	(839,837)	(911,688)	(943,597)	(976,623)	(1,010,804)	(1,046,183)	(1,082,800)	(1,120,700)	(1,159,925)	(1,200,521)	(1,242,536)	(1,286,022)	(1,331,029)	(1,377,618)	(1,425,835)	(1,475,737)	(1,527,384)
Depreciation on non-current assets	(7,721,744)	(7,414,109)	(8,169,626)	(7,131,200)	(6,820,052)	(7,061,107)	(7,310,523)	(7,568,592)	(7,836,237)	(8,115,979)	(8,405,896)	(8,706,668)	(9,018,647)	(9,342,939)	(9,679,500)	(10,028,744)	(10,391,088)	(10,767,035)	(11,157,089)
Interest expenses	(183,670)	(117,250)	(340,368)	(102,889)	(137,100)	(119,471)	(102,411)	(84,553)	(66,545)	(50,156)	(34,102)	(21,412)	(12,858)	(4,656)	0	0	0	0	0
Insurance expenses	(1,023,930)	(979,070)	(1,161,903)	(1,342,900)	(1,389,903)	(1,438,547)	(1,488,895)	(1,541,008)	(1,594,947)	(1,650,772)	(1,708,549)	(1,768,350)	(1,830,241)	(1,894,298)	(1,960,598)	(2,029,221)	(2,100,243)	(2,173,752)	(2,249,831)
Other expenditure	(734,267)	(749,530)	(399,246)	(633,808)	(655,994)	(678,955)	(702,718)	(727,310)	(752,765)	(779,111)	(806,383)	(834,603)	(863,814)	(894,048)	(925,337)	(957,723)	(991,243)	(1,025,936)	(1,061,846)
	(24,666,702)	(24,620,903)	(26,459,143)	(32,600,653)	(28,211,565)	(29,178,892)	(30,181,176)	(31,218,269)	(32,292,694)	(33,445,688)	(34,627,083)	(35,897,598)	(37,147,448)	(38,460,097)	(39,827,860)	(41,223,869)	(42,668,528)	(44,217,596)	(45,772,651)
	(5,712,293)	(3,045,750)	(3,346,613)	(12,560,709)	(3,679,452)	(3,703,787)	(3,726,045)	(3,744,592)	(3,760,421)	(3,813,165)	(3,850,983)	(3,932,864)	(3,947,223)	(3,975,648)	(4,008,496)	(4,016,872)	(4,019,052)	(4,068,614)	(4,064,832)
Non-operating grants, subsidies and contributions	6,635,262	1,054,897	5,235,732	19,555,173	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Loss on revaluation	0	(1,394,281)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit on asset disposals	0	28,788	73,329	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loss on asset disposal	0	(199,314)	(6,505)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET RESULT	922,969	(3,555,660)	1,955,943	6,994,464	(1,829,452)	(1,853,787)	(1,876,045)	(1,894,592)	(1,910,421)	(1,963,165)	(2,000,983)	(2,082,864)	(2,097,223)	(2,125,648)	(2,158,496)	(2,166,872)	(2,169,052)	(2,218,614)	(2,214,832)
Other comprehensive income	(11,417,516)	146,817,498	(861,401)	0	12,257,665	12,613,523	12,980,745	13,359,834	13,752,726	14,160,236	14,583,878	15,027,651	15,484,158	15,958,778	16,453,777	16,965,375	17,495,203	18,044,159	18,611,270
TOTAL COMPREHENSIVE INCOME	(10,494,547)	143,261,838	1,094,542	6,994,464	10,428,213	10,759,736	11,104,700	11,465,242	11,842,305	12,197,071	12,582,895	12,944,787	13,386,935	13,833,130	14,295,281	14,798,503	15,326,151	15,825,545	16,396,438

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix B3 – Forecast Statement of Comprehensive Income by Program 2023/24 - 2037/38

	2019-20	2020-21	2021-22	Base	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Revenue																				
Governance	55,668	1,158	2,135	200	207	214	221	229	237	245	254	263	272	282	292	302	313	324	335	
General purpose funding	13,058,156	13,784,449	15,337,776	9,931,388	14,069,751	14,646,557	15,247,585	15,873,867	16,526,475	17,206,529	17,915,198	18,653,700	19,423,305	20,225,338	21,061,185	21,932,283	22,840,140	23,786,319	24,772,459	
Law, order, public safety	74,971	58,840	110,856	33,001	34,157	35,352	36,589	37,870	39,195	40,566	41,987	43,455	44,974	46,549	48,178	49,863	51,609	53,416	55,285	
Health	559,825	621,024	696,848	738,760	764,618	791,380	819,078	847,746	877,416	908,126	939,911	972,808	1,006,856	1,042,096	1,078,569	1,116,319	1,155,392	1,195,831	1,237,685	
Education and welfare	311,998	132,061	604,464	2,560,600	2,650,222	2,742,981	2,838,986	2,938,351	3,041,193	3,147,634	3,257,801	3,371,823	3,489,837	3,611,981	3,738,401	3,869,246	4,004,669	4,144,831	4,289,901	
Housing	108,866	97,375	127,049	124,000	128,340	132,832	137,481	142,292	147,273	152,428	157,762	163,284	168,999	174,914	181,037	187,373	193,931	200,718	207,744	
Community amenities	1,986,887	1,784,707	2,549,033	2,830,600	2,929,672	3,032,211	3,138,338	3,248,179	3,361,865	3,479,529	3,601,312	3,727,357	3,857,815	3,992,838	4,132,587	4,277,228	4,426,933	4,581,877	4,742,244	
Recreation and culture	499,508	345,504	706,167	1,821,889	1,885,657	1,951,656	2,019,963	2,090,663	2,163,833	2,239,564	2,317,946	2,399,076	2,483,045	2,569,950	2,659,896	2,752,991	2,849,347	2,949,074	3,052,292	
Transport	1,970,022	4,563,395	2,315,492	1,315,000	1,361,025	1,408,661	1,457,964	1,508,992	1,561,807	1,616,469	1,673,046	1,731,603	1,792,209	1,854,936	1,919,859	1,987,054	2,056,602	2,128,583	2,203,085	
Economic services	87,996	83,835	606,119	16,200	16,767	17,354	17,962	18,590	19,240	19,913	20,610	21,332	22,079	22,852	23,652	24,480	25,337	26,224	27,142	
Other property and services	240,512	102,805	56,591	668,306	691,697	715,907	740,964	766,898	793,739	821,520	850,273	880,033	910,834	942,713	975,708	1,009,858	1,045,203	1,081,785	1,119,647	
	18,954,409	21,575,153	23,112,530	20,039,944	24,532,113	25,475,105	26,455,131	27,473,677	28,532,273	29,632,523	30,776,100	31,964,734	33,200,225	34,484,449	35,819,364	37,206,997	38,649,476	40,148,982	41,707,819	
Expenses excluding finance costs																				
Governance	(1,539,111)	(1,214,318)	(1,413,713)	(1,903,172)	(1,969,726)	(2,038,665)	(2,110,018)	(2,183,873)	(2,260,302)	(2,339,419)	(2,421,302)	(2,506,054)	(2,593,763)	(2,684,546)	(2,778,506)	(2,875,750)	(2,976,403)	(3,080,584)	(3,188,408)	
General purpose funding	(798,415)	(609,156)	(342,045)	(457,343)	(473,352)	(489,919)	(507,066)	(524,812)	(543,179)	(562,188)	(581,865)	(602,229)	(623,307)	(645,122)	(667,701)	(691,072)	(715,257)	(740,290)	(766,201)	
Law, order, public safety	(463,736)	(645,066)	(619,268)	(954,589)	(985,872)	(1,020,385)	(1,056,104)	(1,093,075)	(1,131,343)	(1,171,098)	(1,212,199)	(1,254,899)	(1,298,823)	(1,344,359)	(1,391,513)	(1,440,227)	(1,490,642)	(1,543,025)	(1,597,054)	
Health	(987,427)	(961,513)	(1,196,670)	(1,467,484)	(1,516,998)	(1,570,099)	(1,625,058)	(1,681,942)	(1,740,819)	(1,801,885)	(1,865,047)	(1,930,561)	(1,998,137)	(2,068,138)	(2,140,609)	(2,215,537)	(2,293,086)	(2,373,526)	(2,456,624)	
Education and welfare	(420,768)	(722,644)	(988,613)	(1,375,664)	(1,419,400)	(1,469,097)	(1,520,532)	(1,573,767)	(1,628,868)	(1,686,203)	(1,745,445)	(1,807,102)	(1,870,370)	(1,935,998)	(2,003,966)	(2,074,121)	(2,146,730)	(2,222,300)	(2,300,140)	
Housing	(7,610)	(510,835)	(279,804)	(764,971)	(776,409)	(803,647)	(831,836)	(861,008)	(891,218)	(923,543)	(956,651)	(992,117)	(1,026,914)	(1,063,435)	(1,101,378)	(1,139,980)	(1,179,931)	(1,222,750)	(1,265,748)	
Community amenities	(3,624,864)	(4,121,524)	(3,747,124)	(4,754,572)	(4,862,260)	(5,032,685)	(5,209,068)	(5,391,616)	(5,580,610)	(5,780,271)	(5,985,575)	(6,202,656)	(6,420,040)	(6,646,958)	(6,882,374)	(7,123,468)	(7,372,980)	(7,636,866)	(7,904,936)	
Recreation and culture	(4,606,458)	(5,527,606)	(5,477,457)	(7,501,358)	(7,729,056)	(7,999,712)	(8,279,837)	(8,569,771)	(8,869,887)	(9,182,906)	(9,506,082)	(9,843,298)	(10,187,974)	(10,545,857)	(10,916,609)	(11,298,816)	(11,694,396)	(12,107,155)	(12,531,368)	
Transport	(10,619,081)	(8,940,302)	(10,536,234)	(11,471,883)	(6,459,456)	(6,687,281)	(6,923,019)	(7,166,950)	(7,419,826)	(7,710,136)	(8,001,103)	(8,334,637)	(8,628,394)	(8,946,011)	(9,278,672)	(9,604,934)	(9,942,443)	(10,331,536)	(10,698,603)	
Economic services	(1,062,165)	(1,141,122)	(1,134,845)	(1,153,829)	(1,184,950)	(1,226,462)	(1,269,426)	(1,313,890)	(1,359,924)	(1,408,208)	(1,457,969)	(1,510,191)	(1,563,093)	(1,618,151)	(1,675,223)	(1,733,891)	(1,794,609)	(1,858,339)	(1,923,503)	
Other property and services	(353,397)	(109,567)	(383,002)	(692,899)	(696,986)	(721,469)	(746,801)	(773,012)	(800,173)	(829,675)	(859,743)	(892,442)	(923,775)	(956,866)	(991,309)	(1,026,073)	(1,062,051)	(1,101,225)	(1,140,038)	
	(24,483,032)	(24,503,653)	(26,118,775)	(32,497,764)	(28,074,465)	(29,059,421)	(30,078,765)	(31,133,716)	(32,226,149)	(33,395,532)	(34,592,981)	(35,876,186)	(37,134,590)	(38,455,441)	(39,827,860)	(41,223,869)	(42,668,528)	(44,217,596)	(45,772,651)	
Finance costs																				
Housing	(60,321)	(45,640)	(59,886)	(45,569)	(87,456)	(77,797)	(69,005)	(59,733)	(49,959)	(39,651)	(28,781)	(18,562)	(11,611)	(4,656)	0	0	0	0	0	
Community amenities	0	0	(204,258)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Recreation and culture	(1,338)	(5)	(11,275)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transport	(105,528)	(56,186)	(50,397)	(43,918)	(37,365)	(30,570)	(23,529)	(16,226)	(9,335)	(4,656)	(938)	0	0	0	0	0	0	0	0	
Economic services	(16,483)	(15,419)	(14,552)	(13,402)	(12,279)	(11,104)	(9,877)	(8,594)	(7,251)	(5,849)	(4,383)	(2,850)	(1,247)	0	0	0	0	0	0	
	(183,670)	(117,250)	(340,368)	(102,889)	(137,100)	(119,471)	(102,411)	(84,553)	(66,545)	(50,156)	(34,102)	(21,412)	(12,858)	(4,656)	0	0	0	0	0	
Non operating grants, subsidies and contributions																				
Law, order, public safety	140,000	204,720	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Community amenities	0	273	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Recreation and culture	0	136	0	436,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transport	6,190,262	849,768	5,235,732	19,043,573	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Economic services	5,000	0	0	75,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	6,635,262	1,054,897	5,235,732	19,555,173	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	
Profit/(loss) on disposal of assets																				
Governance	0	0	12,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Housing	0	(199,314)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Recreation and culture	0	0	3,170	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Transport	0	0	35,232	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Economic services	0	0	(4)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other property and services	0	28,788	16,426	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	0	(170,526)	66,824	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Loss on revaluation	0	(1,394,281)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NET RESULT	922,969	(3,555,660)	1,955,943	6,994,464	(1,829,452)	(1,853,787)	(1,876,045)	(1,894,592)	(1,910,421)	(1,963,165)	(2,000,983)	(2,082,864)	(2,097,223)	(2,125,648)	(2,158,496)	(2,166,872)	(2,169,052)	(2,218,614)	(2,214,832)	
Other comprehensive income	(11,417,516)	146,817,498	(861,401)	0	12,257,665	12,613,523	12,980,745	13,359,834	13,752,726	14,160,236	14,583,878	15,027,651	15,484,158	15,958,778	16,453,777	16,965,375	17,495,203	18,044,159	18,611,270	
TOTAL COMPREHENSIVE INCOME	(10,494,547)	143,261,838	1,094,542	6,994,464	10,428,213	10,759,736	11,104,700	11,465,242	11,842,305	12,197,071	12,582,895	12,944,787								

Appendix B4 – Forecast Statement of Financial Position 2023/24 - 2037/38

	2020	2021	2022	Base	30 June 24	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35	30 June 36	30 June 37	30 June 38
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT ASSETS																			
Unrestricted cash and cash equivalents	4,203,730	6,957,145	10,359,542	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846
Restricted cash and cash equivalent	2,032,226	1,977,078	975,801	501,325	513,857	526,704	539,871	553,368	567,203	581,383	595,918	610,816	626,086	641,737	657,781	674,225	691,081	708,358	726,066
Trade and other receivables	3,824,167	2,721,478	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676
Inventories	54,679	32,395	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353
TOTAL CURRENT ASSETS	10,114,802	11,688,096	13,595,372	4,773,200	4,785,732	4,798,579	4,811,746	4,825,243	4,839,078	4,853,258	4,867,793	4,882,691	4,897,961	4,913,612	4,929,656	4,946,100	4,962,956	4,980,233	4,997,941
NON-CURRENT ASSETS																			
Other receivables	123,754	108,614	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862	110,862
Property plant and equipment	45,666,420	47,444,801	47,160,145	47,683,478	49,505,406	51,399,073	52,556,763	53,333,028	54,086,298	56,403,244	57,794,216	59,644,986	60,310,783	62,145,973	63,546,913	64,204,530	64,949,069	67,527,953	68,027,969
Infrastructure	149,684,526	291,233,418	289,399,946	302,245,552	310,364,203	318,752,744	328,204,845	338,380,727	348,978,198	358,396,197	369,218,916	380,122,494	392,644,266	404,502,917	417,381,214	431,505,656	446,070,412	459,299,796	475,178,510
TOTAL NON-CURRENT ASSETS	195,474,700	338,786,833	336,670,953	350,039,892	359,980,471	370,262,679	380,872,470	391,824,617	403,175,358	414,910,303	427,123,994	439,878,342	453,065,911	466,759,752	481,038,989	495,821,048	511,130,343	526,938,611	543,317,341
TOTAL ASSETS	205,589,502	350,474,929	350,266,325	354,813,092	364,766,203	375,061,258	385,684,216	396,649,860	408,014,436	419,763,561	431,991,787	444,761,033	457,963,872	471,673,364	485,968,645	500,767,148	516,093,299	531,918,844	548,315,282
CURRENT LIABILITIES																			
Trade and other payables	3,681,924	3,745,714	6,658,162	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875	4,271,875
Contract liabilities	529,572	1,001,277	679,631	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current portion of long-term liabilities	373,274	368,840	381,779	475,102	464,681	481,742	499,598	477,729	447,946	354,669	175,541	184,096	123,638	0	0	0	0	0	0
Provisions	558,741	578,267	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514	691,514
TOTAL CURRENT LIABILITIES	5,143,511	5,694,098	8,411,086	5,438,491	5,428,070	5,445,131	5,462,987	5,441,118	5,411,335	5,318,058	5,138,930	5,147,485	5,087,027	4,963,389	4,963,389	4,963,389	4,963,389	4,963,389	4,963,389
NON-CURRENT LIABILITIES																			
Long-term borrowings	3,435,361	3,066,521	2,684,742	3,209,640	2,744,959	2,263,217	1,763,619	1,285,890	837,944	483,275	307,734	123,638	0	0	0	0	0	0	0
Provisions	10,050,152	11,491,994	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639
TOTAL NON-CURRENT LIABILITIES	13,485,513	14,558,515	10,538,381	11,063,279	10,598,598	10,116,856	9,617,258	9,139,529	8,691,583	8,336,914	8,161,373	7,977,277	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639	7,853,639
TOTAL LIABILITIES	18,629,024	20,252,613	18,949,467	16,501,770	16,026,668	15,561,987	15,080,245	14,580,647	14,102,918	13,654,972	13,300,303	13,124,762	12,940,666	12,817,028	12,817,028	12,817,028	12,817,028	12,817,028	12,817,028
NET ASSETS	186,960,478	330,222,316	331,316,858	338,311,322	348,739,535	359,499,271	370,603,971	382,069,213	393,911,518	406,108,589	418,691,484	431,636,271	445,023,206	458,856,336	473,151,617	487,950,120	503,276,271	519,101,816	535,498,254
EQUITY																			
Retained surplus	66,097,921	63,069,114	65,025,057	72,493,997	70,652,013	68,785,379	66,896,167	64,988,078	63,063,822	61,086,477	59,070,959	56,973,197	54,860,704	52,719,405	50,544,865	48,361,549	46,175,641	43,939,750	41,707,210
Reserves - cash backed	1,502,654	975,801	975,801	501,325	513,857	526,704	539,871	553,368	567,203	581,383	595,918	610,816	626,086	641,737	657,781	674,225	691,081	708,358	726,066
Asset revaluation surplus	119,359,903	266,177,401	265,316,000	265,316,000	277,573,665	290,187,188	303,167,933	316,527,767	330,280,493	344,440,729	359,024,607	374,052,258	389,536,416	405,495,194	421,948,971	438,914,346	456,409,549	474,453,708	493,064,978
TOTAL EQUITY	186,960,478	330,222,316	331,316,858	338,311,322	348,739,535	359,499,271	370,603,971	382,069,213	393,911,518	406,108,589	418,691,484	431,636,271	445,023,206	458,856,336	473,151,617	487,950,120	503,276,271	519,101,816	535,498,254

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix B5 – Forecast Statement of Changes in Equity 2023/24 - 2037/38

	2020	2021	2022	Base	30 June 24	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35	30 June 36	30 June 37	30 June 38
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RETAINED SURPLUS																			
Opening balance	65,174,952	66,097,921	63,069,114	65,025,057	72,493,997	70,652,013	68,785,379	66,896,167	64,988,078	63,063,822	61,086,477	59,070,959	56,973,197	54,860,704	52,719,405	50,544,865	48,361,549	46,175,641	43,939,750
Net result	922,969	(3,555,660)	1,955,943	6,994,464	(1,829,452)	(1,853,787)	(1,876,045)	(1,894,592)	(1,910,421)	(1,963,165)	(2,000,983)	(2,082,864)	(2,097,223)	(2,125,648)	(2,158,496)	(2,166,872)	(2,169,052)	(2,218,614)	(2,214,832)
Amount transferred (to)/from reserves	0	526,853	0	474,476	(12,532)	(12,847)	(13,167)	(13,497)	(13,835)	(14,180)	(14,535)	(14,898)	(15,270)	(15,651)	(16,044)	(16,444)	(16,856)	(17,277)	(17,708)
Closing balance	66,097,921	63,069,114	65,025,057	72,493,997	70,652,013	68,785,379	66,896,167	64,988,078	63,063,822	61,086,477	59,070,959	56,973,197	54,860,704	52,719,405	50,544,865	48,361,549	46,175,641	43,939,750	41,707,210
RESERVES - CASH/INVESTMENT BACKED																			
Opening balance	1,502,654	1,502,654	975,801	975,801	501,325	513,857	526,704	539,871	553,368	567,203	581,383	595,918	610,816	626,086	641,737	657,781	674,225	691,081	708,358
Amount transferred to/(from) retained surplus	0	(526,853)	0	(474,476)	12,532	12,847	13,167	13,497	13,835	14,180	14,535	14,898	15,270	15,651	16,044	16,444	16,856	17,277	17,708
Closing balance	1,502,654	975,801	975,801	501,325	513,857	526,704	539,871	553,368	567,203	581,383	595,918	610,816	626,086	641,737	657,781	674,225	691,081	708,358	726,066
ASSET REVALUATION SURPLUS																			
Opening balance	119,359,903	266,177,401	265,316,000	265,316,000	265,316,000	277,573,665	290,187,188	303,167,933	316,527,767	330,280,493	344,440,729	359,024,607	374,052,258	389,536,416	405,495,194	421,948,971	438,914,346	456,409,549	474,453,708
Total other comprehensive income	0	0	0	0	12,257,665	12,613,523	12,980,745	13,359,834	13,752,726	14,160,236	14,583,878	15,027,651	15,484,158	15,958,778	16,453,777	16,965,375	17,495,203	18,044,159	18,611,270
Closing balance	119,359,903	266,177,401	265,316,000	265,316,000	277,573,665	290,187,188	303,167,933	316,527,767	330,280,493	344,440,729	359,024,607	374,052,258	389,536,416	405,495,194	421,948,971	438,914,346	456,409,549	474,453,708	493,064,978
TOTAL EQUITY	186,960,478	330,222,316	331,316,858	338,311,322	348,739,535	359,499,271	370,603,971	382,069,213	393,911,518	406,108,589	418,691,484	431,636,271	445,023,206	458,856,336	473,151,617	487,950,120	503,276,271	519,101,816	535,498,254

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix B6 – Forecast Statement of Cashflows 2023/24 - 2037/38

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash flows from operating activities															
Receipts															
Rates	8,974,917	9,378,787	9,800,833	10,241,870	10,702,754	11,184,378	11,687,675	12,213,621	12,763,233	13,337,579	13,937,770	14,564,969	15,220,393	15,905,311	16,621,050
Operating grants, subsidies and contributions	9,497,539	9,829,953	10,174,000	10,530,090	10,898,641	11,280,090	11,674,891	12,083,514	12,506,436	12,944,161	13,397,206	13,866,108	14,351,425	14,853,726	15,373,606
Fees and charges	5,178,378	5,359,623	5,547,208	5,741,359	5,942,303	6,150,279	6,365,539	6,588,330	6,818,921	7,057,580	7,304,593	7,560,255	7,824,868	8,098,738	8,382,197
Interest earnings	162,828	163,143	163,463	163,793	164,131	164,476	164,831	165,194	165,566	165,947	166,340	166,740	167,152	167,573	168,004
Other revenue	718,451	743,599	769,627	796,565	824,444	853,300	883,164	914,075	946,069	979,182	1,013,455	1,048,925	1,085,638	1,123,634	1,162,962
	24,532,113	25,475,105	26,455,131	27,473,677	28,532,273	29,632,523	30,776,100	31,964,734	33,200,225	34,484,449	35,819,364	37,206,997	38,649,476	40,148,982	41,707,819
Payments															
Employee costs	(9,354,233)	(9,681,633)	(10,020,496)	(10,371,214)	(10,734,220)	(11,109,908)	(11,498,756)	(11,901,207)	(12,317,741)	(12,748,865)	(13,195,080)	(13,656,905)	(14,134,909)	(14,629,622)	(15,141,660)
Materials and contracts	(8,910,686)	(9,222,556)	(9,545,329)	(9,879,409)	(10,225,180)	(10,583,062)	(10,953,472)	(11,336,837)	(11,733,611)	(12,144,269)	(12,569,316)	(13,009,228)	(13,464,560)	(13,935,814)	(14,423,571)
Utility charges	(943,597)	(976,623)	(1,010,804)	(1,046,183)	(1,082,800)	(1,120,700)	(1,159,925)	(1,200,521)	(1,242,536)	(1,286,022)	(1,331,029)	(1,377,618)	(1,425,835)	(1,475,737)	(1,527,384)
Interest expenses	(137,100)	(119,471)	(102,411)	(84,553)	(66,545)	(50,156)	(34,102)	(21,412)	(12,858)	(4,656)	0	0	0	0	0
Insurance expenses	(1,389,903)	(1,438,547)	(1,488,895)	(1,541,008)	(1,594,947)	(1,650,772)	(1,708,549)	(1,768,350)	(1,830,241)	(1,894,298)	(1,960,598)	(2,029,221)	(2,100,243)	(2,173,752)	(2,249,831)
Other expenditure	(655,994)	(678,955)	(702,718)	(727,310)	(752,765)	(779,111)	(806,383)	(834,603)	(863,814)	(894,048)	(925,337)	(957,723)	(991,243)	(1,025,936)	(1,061,846)
	(21,391,513)	(22,117,785)	(22,870,653)	(23,649,677)	(24,456,457)	(25,293,709)	(26,161,187)	(27,062,930)	(28,000,801)	(28,972,158)	(29,981,360)	(31,030,695)	(32,116,790)	(33,240,861)	(34,404,292)
Net cash provided by (used in) operating activities	3,140,600	3,357,320	3,584,478	3,824,000	4,075,816	4,338,814	4,614,913	4,901,804	5,199,424	5,512,291	5,838,004	6,176,302	6,532,686	6,908,121	7,303,527
Cash flows from investing activities															
Payments for purchase of property, plant & equipment	(1,539,310)	(1,590,728)	(860,847)	(500,000)	(500,000)	(2,072,203)	(1,176,896)	(1,697,151)	(549,894)	(1,737,569)	(1,344,476)	(647,165)	(779,548)	(2,652,071)	(633,793)
Payments for construction of infrastructure	(2,963,656)	(3,139,064)	(4,078,722)	(4,660,905)	(4,934,252)	(3,654,485)	(4,918,813)	(4,864,214)	(6,300,164)	(5,485,433)	(6,327,484)	(7,362,693)	(7,586,282)	(6,088,773)	(8,502,026)
Proceeds from non-operating grants, subsidies and contributions	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Net cash provided by (used in) investing activities	(2,652,966)	(2,879,792)	(3,089,569)	(3,310,905)	(3,584,252)	(3,876,688)	(4,245,709)	(4,711,365)	(5,000,058)	(5,373,002)	(5,821,960)	(6,159,858)	(6,515,830)	(6,890,844)	(7,285,819)
Cash flows from financing activities															
Repayment of debentures	(475,102)	(464,681)	(481,742)	(499,598)	(477,729)	(447,946)	(354,669)	(175,541)	(184,096)	(123,638)	0	0	0	0	0
Net cash provided by (used in) financing activities	(475,102)	(464,681)	(481,742)	(499,598)	(477,729)	(447,946)	(354,669)	(175,541)	(184,096)	(123,638)	0	0	0	0	0
Net increase (decrease) in cash held	12,532	12,847	13,167	13,497	13,835	14,180	14,535	14,898	15,270	15,651	16,044	16,444	16,856	17,277	17,708
Cash at beginning of year	2,513,171	2,525,703	2,538,550	2,551,717	2,565,214	2,579,049	2,593,229	2,607,764	2,622,662	2,637,932	2,653,583	2,669,627	2,686,071	2,702,927	2,720,204
Cash and cash equivalents at the end of year	2,525,703	2,538,550	2,551,717	2,565,214	2,579,049	2,593,229	2,607,764	2,622,662	2,637,932	2,653,583	2,669,627	2,686,071	2,702,927	2,720,204	2,737,912
Reconciliation of net cash provided by operating activities to net result															
Net result	(1,829,452)	(1,853,787)	(1,876,045)	(1,894,592)	(1,910,421)	(1,963,165)	(2,000,983)	(2,082,864)	(2,097,223)	(2,125,648)	(2,158,496)	(2,166,872)	(2,169,052)	(2,218,614)	(2,214,832)
Depreciation	6,820,052	7,061,107	7,310,523	7,568,592	7,836,237	8,151,979	8,465,896	8,834,668	9,146,647	9,487,939	9,846,500	10,193,174	10,551,738	10,976,735	11,368,359
Grants/contributions for the development of assets	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)	(1,850,000)
Net cash from operating activities	3,140,600	3,357,320	3,584,478	3,824,000	4,075,816	4,338,814	4,614,913	4,901,804	5,199,424	5,512,291	5,838,004	6,176,302	6,532,686	6,908,121	7,303,527

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix B7 – Forecast Statement of Funding 2023/24 - 2037/38

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES															
Revenues															
Rates	8,974,917	9,378,787	9,800,833	10,241,870	10,702,754	11,184,378	11,687,675	12,213,621	12,763,233	13,337,579	13,937,770	14,564,969	15,220,393	15,905,311	16,621,050
Operating grants, subsidies and contributions	9,497,539	9,829,953	10,174,000	10,530,090	10,898,641	11,280,090	11,674,891	12,083,514	12,506,436	12,944,161	13,397,206	13,866,108	14,351,425	14,853,726	15,373,606
Fees and charges	5,178,378	5,359,623	5,547,208	5,741,359	5,942,303	6,150,279	6,365,539	6,588,330	6,818,921	7,057,580	7,304,593	7,560,255	7,824,868	8,098,738	8,382,197
Interest earnings	162,828	163,143	163,463	163,793	164,131	164,476	164,831	165,194	165,566	165,947	166,340	166,740	167,152	167,573	168,004
Other revenue	718,451	743,599	769,627	796,565	824,444	853,300	883,164	914,075	946,069	979,182	1,013,455	1,048,925	1,085,638	1,123,634	1,162,962
	24,532,113	25,475,105	26,455,131	27,473,677	28,532,273	29,632,523	30,776,100	31,964,734	33,200,225	34,484,449	35,819,364	37,206,997	38,649,476	40,148,982	41,707,819
Expenses															
Employee costs	(9,354,233)	(9,681,633)	(10,020,496)	(10,371,214)	(10,734,220)	(11,109,908)	(11,498,756)	(11,901,207)	(12,317,741)	(12,748,865)	(13,195,080)	(13,656,905)	(14,134,909)	(14,629,622)	(15,141,660)
Materials and contracts	(8,910,686)	(9,222,556)	(9,545,329)	(9,879,409)	(10,225,180)	(10,583,062)	(10,953,472)	(11,336,837)	(11,733,611)	(12,144,269)	(12,569,316)	(13,009,228)	(13,464,560)	(13,935,814)	(14,423,571)
Utility charges (electricity, gas, water etc.)	(943,597)	(976,623)	(1,010,804)	(1,046,183)	(1,082,800)	(1,120,700)	(1,159,925)	(1,200,521)	(1,242,536)	(1,286,022)	(1,331,029)	(1,377,618)	(1,425,835)	(1,475,737)	(1,527,384)
Depreciation on non-current assets	(6,820,052)	(7,061,107)	(7,310,523)	(7,568,592)	(7,836,237)	(8,151,979)	(8,465,896)	(8,834,668)	(9,146,647)	(9,487,939)	(9,846,500)	(10,193,174)	(10,551,738)	(10,976,735)	(11,368,359)
Interest expense	(137,100)	(119,471)	(102,411)	(84,553)	(66,545)	(50,156)	(34,102)	(21,412)	(12,858)	(4,656)	0	0	0	0	0
Insurance expense	(1,389,903)	(1,438,547)	(1,488,895)	(1,541,008)	(1,594,947)	(1,650,772)	(1,708,549)	(1,768,350)	(1,830,241)	(1,894,298)	(1,960,598)	(2,029,221)	(2,100,243)	(2,173,752)	(2,249,831)
Other expenditure	(655,994)	(678,955)	(702,718)	(727,310)	(752,765)	(779,111)	(806,383)	(834,603)	(863,814)	(894,048)	(925,337)	(957,723)	(991,243)	(1,025,936)	(1,061,846)
	(28,211,565)	(29,178,892)	(30,181,176)	(31,218,269)	(32,292,694)	(33,445,688)	(34,627,083)	(35,897,598)	(37,147,448)	(38,460,097)	(39,827,860)	(41,223,869)	(42,668,528)	(44,217,596)	(45,772,651)
	(3,679,452)	(3,703,787)	(3,726,045)	(3,744,592)	(3,760,421)	(3,813,165)	(3,850,983)	(3,932,864)	(3,947,223)	(3,975,648)	(4,008,496)	(4,016,872)	(4,019,052)	(4,068,614)	(4,064,832)
Funding position adjustments															
Depreciation on non-current assets	6,820,052	7,061,107	7,310,523	7,568,592	7,836,237	8,151,979	8,465,896	8,834,668	9,146,647	9,487,939	9,846,500	10,193,174	10,551,738	10,976,735	11,368,359
Net funding from operational activities	3,140,600	3,357,320	3,584,478	3,824,000	4,075,816	4,338,814	4,614,913	4,901,804	5,199,424	5,512,291	5,838,004	6,176,302	6,532,686	6,908,121	7,303,527
FUNDING FROM CAPITAL ACTIVITIES															
Inflows															
Non-operating grants, subsidies and contributions	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Outflows															
Purchase of property plant and equipment	(1,539,310)	(1,590,728)	(860,847)	(500,000)	(500,000)	(2,072,203)	(1,176,896)	(1,697,151)	(549,894)	(1,737,569)	(1,344,476)	(647,165)	(779,548)	(2,652,071)	(633,793)
Purchase of infrastructure	(2,963,656)	(3,139,064)	(4,078,722)	(4,660,905)	(4,934,252)	(3,654,485)	(4,918,813)	(4,864,214)	(6,300,164)	(5,485,433)	(6,327,484)	(7,362,693)	(7,586,282)	(6,088,773)	(8,502,026)
Net funding from capital activities	(2,652,966)	(2,879,792)	(3,089,569)	(3,310,905)	(3,584,252)	(3,876,688)	(4,245,709)	(4,711,365)	(5,000,058)	(5,373,002)	(5,821,960)	(6,159,858)	(6,515,830)	(6,890,844)	(7,285,819)
FUNDING FROM FINANCING ACTIVITIES															
Inflows															
Outflows															
Transfer to reserves	(12,532)	(12,847)	(13,167)	(13,497)	(13,835)	(14,180)	(14,535)	(14,898)	(15,270)	(15,651)	(16,044)	(16,444)	(16,856)	(17,277)	(17,708)
Repayment of past borrowings	(475,102)	(464,681)	(481,742)	(499,598)	(477,729)	(447,946)	(354,669)	(175,541)	(184,096)	(123,638)	0	0	0	0	0
Net funding from financing activities	(382,378)	(487,634)	(477,528)	(494,909)	(513,095)	(491,564)	(462,126)	(369,204)	(190,439)	(199,366)	(139,289)	(16,044)	(16,444)	(16,856)	(17,277)
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix B8 – Forecast Statement of Net Current Asset Composition 2023/24 - 2037/38

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CURRENT ASSETS																
Unrestricted cash and equivalents	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846	2,011,846
Restricted cash and cash equivalent	513,857	526,704	539,871	553,368	567,203	581,383	595,918	610,816	626,086	641,737	657,781	674,225	691,081	708,358	726,066	
Trade and other receivables	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	2,210,676	
Inventories	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	49,353	
CURRENT LIABILITIES																
Trade and other payables	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	(4,271,875)	
Reserves	(513,857)	(526,704)	(539,871)	(553,368)	(567,203)	(581,383)	(595,918)	(610,816)	(626,086)	(641,737)	(657,781)	(674,225)	(691,081)	(708,358)	(726,066)	
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix B9 – Forecast Statement of Fixed Asset Movements 2023/24 - 2037/38

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CAPITAL WORKS - INFRASTRUCTURE															
Infrastructure Roads	2,430,781	2,598,038	3,529,260	4,102,711	4,367,022	3,077,902	4,332,550	4,267,932	5,693,512	4,868,048	5,698,991	6,722,703	6,934,392	5,424,567	8,125,073
Infrastructure Footpaths	103,500	107,123	110,872	114,753	118,769	122,926	127,228	131,681	136,290	141,060	145,997	151,107	156,396	161,870	167,535
Infrastructure Drainage	129,375	133,903	138,590	143,441	148,461	153,657	159,035	164,601	170,362	176,325	182,496	188,883	195,494	202,336	209,418
Infrastructure Other	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	0
Total capital works - infrastructure	2,963,656	3,139,064	4,078,722	4,660,905	4,934,252	3,654,485	4,918,813	4,864,214	6,300,164	5,485,433	6,327,484	7,362,693	7,586,282	6,088,773	8,502,026
Represented by:															
Additions - renewal	2,963,656	3,139,064	4,078,722	4,660,905	4,934,252	3,654,485	4,918,813	4,864,214	6,300,164	5,485,433	6,327,484	7,362,693	7,586,282	6,088,773	8,502,026
Total Capital Works - Infrastructure	2,963,656	3,139,064	4,078,722	4,660,905	4,934,252	3,654,485	4,918,813	4,864,214	6,300,164	5,485,433	6,327,484	7,362,693	7,586,282	6,088,773	8,502,026
Asset movement reconciliation															
Total capital works infrastructure	2,963,656	3,139,064	4,078,722	4,660,905	4,934,252	3,654,485	4,918,813	4,864,214	6,300,164	5,485,433	6,327,484	7,362,693	7,586,282	6,088,773	8,502,026
Depreciation infrastructure	(5,527,328)	(5,723,137)	(5,925,724)	(6,135,326)	(6,352,806)	(6,578,630)	(6,812,121)	(7,053,545)	(7,303,184)	(7,561,322)	(7,828,253)	(8,104,288)	(8,389,742)	(8,684,963)	(8,996,375)
Revaluation of infrastructure assets (inflation)	10,682,323	10,972,614	11,299,103	11,650,303	12,016,025	12,342,144	12,716,027	13,092,909	13,524,792	13,934,540	14,379,066	14,866,037	15,368,216	15,825,574	16,373,063
Net movement in infrastructure assets	8,118,651	8,388,541	9,452,101	10,175,882	10,597,471	9,417,999	10,822,719	10,903,578	12,521,772	11,858,651	12,878,297	14,124,442	14,564,756	13,229,384	15,878,714
CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT															
Buildings - non-specialised	1,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Plant and equipment	539,310	1,090,728	360,847	0	0	1,572,203	676,896	1,197,151	49,894	1,237,569	844,476	147,165	279,548	2,152,071	133,793
Total capital works property, plant and equipment	1,539,310	1,590,728	860,847	500,000	500,000	2,072,203	1,176,896	1,697,151	549,894	1,737,569	1,344,476	647,165	779,548	2,652,071	633,793
Represented by:															
Additions - renewal	1,539,310	1,590,728	860,847	500,000	500,000	2,072,203	1,176,896	1,697,151	549,894	1,737,569	1,344,476	647,165	779,548	2,652,071	633,793
Total capital works property, plant and equipment	1,539,310	1,590,728	860,847	500,000	500,000	2,072,203	1,176,896	1,697,151	549,894	1,737,569	1,344,476	647,165	779,548	2,652,071	633,793
Asset movement reconciliation															
Total capital works property, plant and equipment	1,539,310	1,590,728	860,847	500,000	500,000	2,072,203	1,176,896	1,697,151	549,894	1,737,569	1,344,476	647,165	779,548	2,652,071	633,793
Depreciation property, plant and equipment	(1,292,724)	(1,337,970)	(1,384,799)	(1,433,266)	(1,483,431)	(1,573,349)	(1,653,775)	(1,781,123)	(1,843,463)	(1,926,617)	(2,018,247)	(2,088,886)	(2,161,996)	(2,291,772)	(2,371,984)
Revaluation of property, plant and equipment (inflation)	1,575,342	1,640,909	1,681,642	1,709,531	1,736,701	1,818,092	1,867,851	1,934,742	1,959,366	2,024,238	2,074,711	2,099,338	2,126,987	2,218,585	2,238,207
Net movement in property, plant and equipment	1,821,928	1,893,667	1,157,690	776,265	753,270	2,316,946	1,390,972	1,850,770	665,797	1,835,190	1,400,940	657,617	744,539	2,578,884	500,016
CAPITAL WORKS - TOTALS															
Capital works															
Total capital works infrastructure	2,963,656	3,139,064	4,078,722	4,660,905	4,934,252	3,654,485	4,918,813	4,864,214	6,300,164	5,485,433	6,327,484	7,362,693	7,586,282	6,088,773	8,502,026
Total capital works property, plant and equipment	1,539,310	1,590,728	860,847	500,000	500,000	2,072,203	1,176,896	1,697,151	549,894	1,737,569	1,344,476	647,165	779,548	2,652,071	633,793
Total capital works	4,502,966	4,729,792	4,939,569	5,160,905	5,434,252	5,726,688	6,095,709	6,561,365	6,850,058	7,223,002	7,671,960	8,009,858	8,365,830	8,740,844	9,135,819
Fixed asset movement															
Net movement in infrastructure assets	8,118,651	8,388,541	9,452,101	10,175,882	10,597,471	9,417,999	10,822,719	10,903,578	12,521,772	11,858,651	12,878,297	14,124,442	14,564,756	13,229,384	15,878,714
Net movement in property, plant and equipment	1,821,928	1,893,667	1,157,690	776,265	753,270	2,316,946	1,390,972	1,850,770	665,797	1,835,190	1,400,940	657,617	744,539	2,578,884	500,016
Net movement in fixed assets	9,940,579	10,282,208	10,609,791	10,952,147	11,350,741	11,734,945	12,213,691	12,754,348	13,187,569	13,693,841	14,279,237	14,782,059	15,309,295	15,808,268	16,378,730

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix B10 – Forecast Statement of Capital Funding 2023/24 - 2037/38

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital expenditure															
Infrastructure Roads	2,430,781	2,598,038	3,529,260	4,102,711	4,367,022	3,077,902	4,332,550	4,267,932	5,693,512	4,868,048	5,698,991	6,722,703	6,934,392	5,424,567	8,125,073
Infrastructure Footpaths	103,500	107,123	110,872	114,753	118,769	122,926	127,228	131,681	136,290	141,060	145,997	151,107	156,396	161,870	167,535
Infrastructure Drainage	129,375	133,903	138,590	143,441	148,461	153,657	159,035	164,601	170,362	176,325	182,496	188,883	195,494	202,336	209,418
Infrastructure Other	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	0
Buildings - non-specialised	1,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Plant and equipment	539,310	1,090,728	360,847	0	0	1,572,203	676,896	1,197,151	49,894	1,237,569	844,476	147,165	279,548	2,152,071	133,793
Total - Capital expenditure	4,502,966	4,729,792	4,939,569	5,160,905	5,434,252	5,726,688	6,095,709	6,561,365	6,850,058	7,223,002	7,671,960	8,009,858	8,365,830	8,740,844	9,135,819
Funded by:															
Capital grants & contributions															
Infrastructure Roads	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Total - Capital grants & contributions	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Own source funding															
Infrastructure Roads	580,781	748,038	1,679,260	2,252,711	2,517,022	1,227,902	2,482,550	2,417,932	3,843,512	3,018,048	3,848,991	4,872,703	5,084,392	3,574,567	6,275,073
Infrastructure Footpaths	103,500	107,123	110,872	114,753	118,769	122,926	127,228	131,681	136,290	141,060	145,997	151,107	156,396	161,870	167,535
Infrastructure Drainage	129,375	133,903	138,590	143,441	148,461	153,657	159,035	164,601	170,362	176,325	182,496	188,883	195,494	202,336	209,418
Infrastructure Other	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	0
Buildings - non-specialised	1,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Plant and equipment	539,310	1,090,728	360,847	0	0	1,572,203	676,896	1,197,151	49,894	1,237,569	844,476	147,165	279,548	2,152,071	133,793
Total - Own source funding	2,652,966	2,879,792	3,089,569	3,310,905	3,584,252	3,876,688	4,245,709	4,711,365	5,000,058	5,373,002	5,821,960	6,159,858	6,515,830	6,890,844	7,285,819
Borrowings															
Total - Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (disposals & C/Fwd)															
Total - Other (disposals & C/Fwd)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Capital Funding	4,502,966	4,729,792	4,939,569	5,160,905	5,434,252	5,726,688	6,095,709	6,561,365	6,850,058	7,223,002	7,671,960	8,009,858	8,365,830	8,740,844	9,135,819

Refer to Appendix B12 – Forecast Significant Accounting Policies

Appendix B11 – Forecast Ratios 2023/24 - 2037/38

	Target Range		Average	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37		
LIQUIDITY RATIOS																				
Current ratio	>	1.00	>	1.20	0.91	0.85	0.85	0.85	0.86	0.88	0.92	0.92	0.93	0.96	0.96	0.97	0.97	0.97	0.98	
OPERATING RATIOS																				
Operating surplus ratio	>	1.00%	>	15.00%	(19.72%)	(24.47%)	(23.67%)	(22.89%)	(22.10%)	(21.33%)	(20.78%)	(20.16%)	(19.78%)	(19.07%)	(18.46%)	(17.88%)	(17.21%)	(16.54%)	(16.08%)	(15.44%)
Own source revenue coverage ratio	>	40.00%	>	60.00%	55.43%	53.29%	53.62%	53.94%	54.27%	54.61%	54.87%	55.16%	55.38%	55.71%	56.01%	56.30%	56.62%	56.95%	57.21%	57.53%
BORROWINGS RATIOS																				
Debt service cover ratio	>	3	>	5	14.72	5.35	5.95	6.31	6.69	7.61	8.81	11.96	25.00	26.46	43.00	-	-	-	-	-
FIXED ASSET RATIOS																				
Asset sustainability ratio	>	90.00%	>	110.00%	73.43%	66.03%	66.98%	67.57%	68.19%	69.35%	70.25%	72.00%	74.27%	74.89%	76.13%	77.92%	78.58%	79.28%	79.63%	80.36%
Asset consumption ratio	>	50.00%	>	60.00%	91.46%	95.09%	94.53%	93.98%	93.44%	92.91%	92.30%	91.76%	91.17%	90.74%	90.30%	89.88%	89.53%	89.19%	88.77%	88.39%
Asset renewal funding ratio	>	75.00%	>	95.00%	66.72%	50.81%	48.91%	63.71%	82.84%	87.35%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Refer to Appendix B12 – Forecast Significant Accounting Policies

Shire of Derby/West Kimberley Long Term Financial Plan 2023/24 - 2037/38

Appendix B12 – Forecast Significant Accounting Policies

Basis of Preparation

The Long Term Financial Plan (the Plan) comprises general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the Local Government Act 1995 and accompanying regulations.

The Local Government Act 1995 and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

The Local Government (Financial Management) Regulations 1996 specify that vested land is a right-of-use asset to be measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost rather than at fair value. The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this Plan have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Judgements, estimates and assumptions

The preparation of the Plan in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The Local Government Reporting Entity

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of the Plan.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the trust fund are excluded from the forecast financial statements.

Base Year Balances

Balances shown in the Plan as Base Year are as forecast at the time of preparation of the Plan and are based on the current budget and prior year annual financial reporting and may be subject to variation.

Rounding Off Figures

All figures shown in the Plan are rounded to the nearest dollar.

Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation.

Forecast Fair Value Adjustments

All fair value adjustments relating to re-measurement of financial assets at fair value through profit or loss (if any) and changes on revaluation of non-current assets are impacted upon by external forces and not able to be reliably estimated at the time preparation.

Fair value adjustments relating to the re-measurement of financial assets at fair value through profit or loss will be assessed at the time they occur and have not been estimated within the Plan.

It is anticipated, in all instances, any changes upon revaluation of non-current assets will relate to non-cash transactions and as such have been estimated as an inflation adjustment to Other Comprehensive Income, based on the value of the non-current assets forecasted to be held by the Shire.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Appendix B12 – Forecast Significant Accounting Policies (Continued)

Goods and Services Tax (GST) (continued)

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

Superannuation

The Council contributes to a number of superannuation funds on behalf of employees. All funds to which the Council contributes are defined contribution plans.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Trade and Other Receivables

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The Shire applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

Inventories

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land purchased for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

Land held for sale is classified as current except where it is held as non-current based on Council's intention to release for sale.

Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

An effective average depreciation rate for each class of asset has been utilised to estimate the forecast depreciation expense for each year. These are provided in the table below.

Asset Class	Effective average depreciation rate
Buildings	2.19%
Infrastructure - Roads	1.39%
Infrastructure - Footpaths	6.53%
Infrastructure – Drainage	5.00%
Infrastructure – Parks and Ovals	3.17%
Infrastructure – Airports	1.88%
Infrastructure – Derby Wharf	4.25%
Infrastructure – Other	1.77%
Plant and Equipment	8.86%

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Appendix A12 – Forecast Significant Accounting Policies (Continued)

Gains and Losses on Disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

Employee Benefits

The Shire's obligations for employees' annual leave, long service leave and isolation leave entitlements are recognised as provisions in the statement of financial position.

Short-Term Employee Benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other Long-Term Employee Benefits

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

Provisions

Provisions are recognised when the Shire has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Current and Non-Current Classification

An asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

Other Matters

Preparation

This Plan was prepared for the Shire of Derby/West Kimberley by Moore Australia (WA) Pty Ltd.

Reliance

This Plan has been prepared for the exclusive use of the Shire of Derby/West Kimberley and for the purposes specified in our letter of engagement and is not to be used for any other purpose or distributed to any other party without Moore Australia WA's prior consent. This Plan is supplied in good faith and reflects the knowledge, expertise and experience of the engagement consultant and is based on the information and representations provided by the Shire of Derby/West Kimberley. We accept no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the report, other than the Shire of Derby/West Kimberley.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of Shire of Derby/West Kimberley and the environment in which it operates ('Forward Looking Statements').

None of these Forward Looking Statements are or will be representations as to future matters. The Forward Looking Statements are, and will be, based on a large number of assumptions and are, and will be, subject to significant uncertainties and contingencies, many, if not all, of which are outside the control of the Shire of Derby/West Kimberley. Actual future events may vary significantly from the Forward Looking Statements. Recipients should make their own investigations and enquiries regarding assumptions, uncertainties and contingencies which may affect the Shire of Derby/West Kimberley and the impact that a variation in future outcomes may have on the Plan and the Shire of Derby/West Kimberley.

Disclaimer

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Document Management

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Status Final

Date 13 December 2022

7.6 COMPLIANCE REPORTS - COUNCILLOR MEETING ATTENDANCE

File Number: 4262 - Status Reports
Author: Sarah Smith, Executive Services Coordinator
Responsible Officer: Amanda Dexter, Chief Executive Officer
Authority/Discretion: Information

SUMMARY

For the Committee to monitor councillor attendance at Ordinary Meetings of Council and Special Council Meetings to oversee compliance with the Local Government Act.

DISCLOSURE OF ANY INTEREST

Nil by Author and Responsible Officer.

BACKGROUND

The Councillor Meeting Attendance Report provides Council with accurate meeting attendance register and allows the Administration to monitor attendance by Councillors to ensure compliance with the Local Government Act 1995.

STATUTORY ENVIRONMENT

Local Government Act 1995

2.25. Disqualification for failure to attend meetings

- (1) A council may, by resolution, grant leave of absence, to a member.
- (2) Leave is not to be granted to a member in respect of more than 6 consecutive ordinary meetings of the council without the approval of the Minister, unless all of the meetings are within a period of 3 months.
- (3A) Leave is not to be granted in respect of —
 - (a) a meeting that has concluded; or
 - (b) the part of a meeting before the granting of leave.
- (3) The granting of the leave, or refusal to grant the leave and reasons for that refusal, is to be recorded in the minutes of the meeting.
- (4) A member who is absent, without obtaining leave of the council, throughout 3 consecutive ordinary meetings of the council is disqualified from continuing his or her membership of the council, unless all of the meetings are within a 2 month period.
- (5A) If a council holds 3 or more ordinary meetings within a 2 month period, and a member is absent without leave throughout each of those meetings, the member is disqualified if he or she is absent without leave throughout the ordinary meeting of the council immediately following the end of that period.

- (5) The non-attendance of a member at the time and place appointed for an ordinary meeting of the council does not constitute absence from an ordinary meeting of the council —
 - (a) if no meeting of the council at which a quorum is present is actually held on that day; or
 - (b) if the non-attendance occurs —
 - (i) while the member has ceased to act as a member after written notice has been given to the member under section 2.27(3) and before written notice has been given to the member under section 2.27(5); or
 - (ii) while proceedings in connection with the disqualification of the member have been commenced and are pending; or
 - (iii) while the member is suspended under section 5.117(1)(a)(iv) or Part 8; or
 - (iiii) while the election of the member is disputed and proceedings relating to the disputed election have been commenced and are pending.

- (6) A member who before the commencement of the *Local Government Amendment Act 2009* section 5 was granted leave during an ordinary meeting of the council from which the member was absent is to be taken to have first obtained leave for the remainder of that meeting.

[Section 2.25 amended: No. 49 of 2004 s. 19(1); No. 17 of 2009 s. 5; No. 31 of 2018 s. 5.]

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

GOAL	OUR PRIORITIES	WE WILL
1. Leadership and Governance	1.2 Capable, inclusive and effective organisation	1.2.1 Provide strong civic leadership 1.2.2 Provide strong governance

RISK MANAGEMENT CONSIDERATIONS

RISK	LIKELIHOOD	CONSEQUENCE	RISK ANALYSIS	MITIGATION
Financial: Financial, Legal and Compliance, Organisational Operations and Reputation	Unlikely	Severe	Extreme	Monthly reporting to the Audit Committee for awareness and direction where required.

CONSULTATION

Internal consultation has been undertaken with relevant areas to collate information.

COMMENT

There is no compliance concerns noted for this reporting period.

VOTING REQUIREMENT

Simple majority

ATTACHMENTS

1. Council Meeting Attendance Table - 22/23  

COMMITTEE RESOLUTION AC126/22

Moved: Cr Peter McCumstie

Seconded: Cr Geoff Haerewa

That the Audit Committee:

1. **RECEIVES** the information contained in the report detailing Councillor meeting attendance.

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0



MEETING ATTENDANCE

The following table provides information on attendance at the 2022/23 Financial Year Ordinary and Special Council Meetings:

Councillor	28	25	29	13	27	24	8	TBC	TBC	TBC	TBC	TBC
	Jul	Aug	Sep	Oct	Oct	Nov	Dec	Feb	Mar	Apr	May	June
	2022	2022	2022	2022	2022	2022	2022	2023	2023	2023	2023	2023
	OCM	OCM	OCM	Special	OCM	OCM	OCM	OCM	OCM	OCM	OCM	OCM
G Haerewa	✓ Phone	LOA	✓	✓	✓	✓						
P McCumstie	LOA	✓	✓	✓	✓	✓						
K Bedford	✓ Phone	LOA	LOA	LOA	LOA	LOA						
R Mouda	✓	✓	A	✓	✓ Phone	LOA						
P Riley	A	✓ Phone	A	✓ Phone	A	✓						
P White	✓	LOA	LOA	A	✓	✓						
A Twaddle	✓	✓	✓	✓ Phone	✓	✓						
G Davis	✓ Phone	✓	✓ Phone	✓ Phone	✓ Phone	✓						
L Evans	A	✓	✓	A	✓	LOA						

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7.7 COMPLIANCE REPORTS - COUNCIL MINUTE MANAGEMENT

File Number: 4262 - Status Reports
Author: Sarah Smith, Executive Services Coordinator
Responsible Officer: Amanda Dexter, Chief Executive Officer
Authority/Discretion: Information

SUMMARY

The Council Minute Management Report provides Council with an update on all actions required to be undertaken by the Administration once a resolution has been adopted by Council at the Ordinary Council and Audit Committee Meetings.

DISCLOSURE OF ANY INTEREST

Nil by Author and Responsible Officer.

BACKGROUND

Officers are required to provide an accurate update on items to inform the Council on the progress, or any delays or the completion of each recommendation adopted by Council at the Ordinary Council and Audit Committee Meetings.

The report assists the Shire fulfil its corporate governance responsibilities in managing the affairs of the organisation. This includes financial reporting, risk management, compliance requirements and auditing.

STATUTORY ENVIRONMENT***Local Government Act 1995***

Section 5.41(a) of the Act requires CEOs to advise councils in relation to the functions of a local government under both the *Local Government Act 1995*, and other legislation.

The CEO's function under section 5.41(b) is to ensure the availability of unbiased, professional and relevant advice and information to elected members for their decision making purposes.

POLICY IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

GOAL	OUR PRIORITIES	WE WILL
1. Leadership and Governance	1.2 Capable, inclusive and effective organisation	1.2.1 Provide strong civic leadership 1.2.2 Provide strong governance

RISK MANAGEMENT CONSIDERATIONS

RISK	LIKELIHOOD	CONSEQUENCE	RISK ANALYSIS	MITIGATION
Financial: Financial, Legal and Compliance, Organisational Operations and Reputation	Unlikely	Severe	Extreme	Monthly reporting to the Audit Committee for awareness and direction where required.

CONSULTATION

Internal consultation has been undertaken with relevant areas to collate information.

COMMENT

All items are up to date within reasonable parameters.

Staff leave, recent resignations and COVID 19 impacts have had some impact on progress, and however the delays at this point are not concerning.

VOTING REQUIREMENT

Simple majority

ATTACHMENTS

- Council Minute Management - December 2022**  

COMMITTEE RESOLUTION AC127/22

Moved: Cr Peter McCumstie

Seconded: Cr Geoff Haerewa

That the Audit Committee:

- RECEIVES** the information contained in the report detailing Council Minute Management.

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

Meeting	Officer/Director	Section	Subject
Council 25/06/2020	Neate, Wayne Dexter, Amanda	Executive Services	Allocation of Curtin Airport Donga's
RESOLUTION 105/20			
Moved: Cr Rowena Mouda			
Seconded: Cr Paul White			
That Council;			
<ol style="list-style-type: none"> 1. Advertise notice of intention to dispose of the ex-Curtin Accommodation Block 3 to the Friends of Wharfinger House in accordance with section 3.58 of the <i>Local Government Act 1995</i>, subject to the relevant approvals being gained; 2. Advertise notice of intention to dispose of the ex-Curtin Accommodation Block 4 to the Derby Enduro Club in accordance with section 3.58 of the <i>Local Government Act 1995</i>, subject to the relevant approvals being gained; 3. Advertise notice of intention to dispose of the ex-Curtin Accommodation Block 5 to the Derby Golf Club in accordance with section 3.58 of the <i>Local Government Act 1995</i>, subject to the relevant approvals being gained; 4. Advertise notice of intention to dispose of the ex-Curtin Security Block to the Derby Regional Hospital in accordance with section 3.58 of the <i>Local Government Act 1995</i>, subject to the relevant approvals being gained; 5. Note that the Shire is using the remaining two Guard Houses for its own purposes; and 6. Advertise to the wider public for expression of interest for the use of the eight piece medical facility and for any of the other buildings should the disposal of the assets listed in points 1 through to 4 not occur for any reason. 			
<u>In Favour:</u> Crs Geoff Haerewa, Paul White, Geoff Davis, Chris Kloss, Andrew Twaddle, Steve Ross, Rowena Mouda, Pat Riley and Keith Bedford			
<u>Against:</u> Nil			
CARRIED 9/0 BY ABSOLUTE MAJORITY			
<p><i>3 Sep 2020 - 2:29 PM - Wayne Neate</i> Revised Target Date changed by: Neate, Wayne From: 9 Jul 2020 To: 30 Jul 2020 Reason: All parties have been written to about the allocation of the Donga's and have been requested to write back to Council Accepting the offer - If accepted disposal will be advertised. if not disposal plus extra donges will be advertised to the public for interest. <i>28 Oct 2020 - 10:34 AM - Wayne Neate</i> Revised Target Date changed by: Neate, Wayne From: 30 Jul 2020 To: 01 Dec 2020</p>			

<p>Outstanding</p> <p>Action Sheets Report</p>	<p>Division:</p> <p>Committee:</p> <p>Officer:</p>	<p>Date From:</p> <p>Date To:</p> <p>Printed: 5 December 2022 4:35 PM</p>
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Reason: All parties are now in agreement to remove the Donga's as per agenda item just waiting on approval process for each organisation
 5 Feb 2021 - 3:17 PM - Amanda Dexter
 No formal application was recieved - the Shire will need to review and seek further advice.
 5 Feb 2021 - 3:18 PM - Amanda Dexter
 Revised Target Date changed by: O'Halloran, Amanda From: 1 Dec 2020 To: 31 Mar 2021
 Reason: As per comments
 8 Apr 2021 - 2:46 PM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 31 Mar 2021 To: 30 Jun 2021
 Reason: No one has taken the oppourtunity to bid for these they will be advetised for sale again shortly.
 13 Sep 2021 - 8:38 AM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 30 Jun 2021 To: 01 Nov 2021
 Reason: All Donga's have been allocated awaiting groups to remove and place onsite
 18 Oct 2021 - 3:53 PM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 1 Nov 2021 To: 01 Dec 2021
 Reason: We have recently written to all of the groups in regards to the Dongas to confirm moving the buildings.
 19 Dec 2021 - 1:07 PM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 1 Dec 2021 To: 31 Jan 2022
 Reason: Hospital has moved Dongas. Medical facility is to be relocated to Mt Hart (8 piece). Derby Enduro has handed thiers back. Derby Golf Club will take thiers and Derby Turf Clubs to place at the Sportsmans Club and Golf Club
 16 Mar 2022 - 12:24 PM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 31 Jan 2022 To: 01 May 2022
 Reason: One Donga has been Handed back to re issue all others were promised to be collected prior to the Wet season. Will work with Groups post the wet season to ensure they are taken up
 17 May 2022 - 8:33 AM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 1 May 2022 To: 01 Jul 2022
 Reason: One Donga has been passed back in and awaiting other Donga's to be removed by Community Groups and Colin Fitzgerald
 12 Aug 2022 - 10:47 AM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 1 Jul 2022 To: 01 Sep 2022
 Reason: Still awaiting organisations to remove thier buildings
 3 Nov 2022 - 4:40 PM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 1 Sep 2022 To: 04 Jan 2023
 Reason: We are currently Following up with allocated Groups/persons to see where each Groups/person are at with thier processes. currently one unallocated 40' and small security Donga

Meeting	Officer/Director	Section	Subject
Council 25/06/2020	Neate, Wayne Dexter, Amanda	Technical Services	Fitzoy Crossing - Low level Crossing
RESOLUTION 111/20			
Moved: Cr Geoff Davis			
Seconded: Cr Paul White			

Outstanding	Division:	Date From:
	Committee:	Date To:
	Officer:	
Action Sheets Report		Printed: 5 December 2022 4:35 PM

That Council;

1. **Include the Fitzroy Crossing Low Level Crossing in the Road Maintenance Strategy 2020-25 with updated pricing for the risk assessment and upgrade works.**
2. **Close the Fitzroy Crossing Low Level Crossing to all traffic and advertise the decision as per the requirements of the Local Government Act 1995.**
3. **Instruct Officers to investigate feasible options to close the Fitzroy Crossing Low Level Crossing to traffic but allow access to the banks of the Fitzroy River.**
4. **Instruct officers to investigate alternative sources of funding for the Low Level Crossing.**

In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Chris Kloss, Andrew Twaddle, Steve Ross, Rowena Mouda, Pat Riley and Keith Bedford

Against: Nil

CARRIED 9/0

5 Feb 2021 - 3:18 PM - Amanda Dexter

This project is ongoing, further advice is being sought from Main Roads in regards to structural integrity and funding is being sought to implement the social infrastructure.

5 Feb 2021 - 3:19 PM - Amanda Dexter

Revised Target Date changed by: O'Halloran, Amanda From: 9 Jul 2020 To: 31 Mar 2021

Reason: This project is ongoing

4 Jun 2021 - 3:33 PM - Sarah Smith

Revised Target Date changed by: Smith, Sarah From: 31 Mar 2021 To: 30 Jun 2021

Reason: This project is ongoing

16 Mar 2022 - 12:25 PM - Wayne Neate

Revised Target Date changed by: Neate, Wayne From: 30 Jun 2021 To: 01 Jun 2022

Reason: Beginning to explore options for post this wet season to place boollards on old Crossing

12 Aug 2022 - 12:58 PM - Wayne Neate

Revised Target Date changed by: Neate, Wayne From: 1 Jun 2022 To: 01 Dec 2022

Reason: Still working through the actions listed in Council

Meeting	Officer/Director	Section	Subject
Council 25/03/2021	Neate, Wayne Dexter, Amanda	Development Services	Policy H2 - Traders and Stall Holders Permits (revised)
RESOLUTION 24/21			
Moved: Cr Rowena Mouda			

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

Seconded: Cr Paul White

That Council:

- Pursuant to Section 2.7(2)(b) of the Local Government Act, 1995 adopt Policy H2 – Traders and Stall Holders Permits (revised) as presented in Attachment 1 of this report for a period of three months whilst it seeks community consultation on the matter.**
- Request the Chief Executive Officer to undertake a consultation process as addressed in the Shire Report and refer the matter back to Council for consideration.**

In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Chris Kloss, Andrew Twaddle, Rowena Mouda, Pat Riley and Keith Bedford

Against: Nil

CARRIED 8/0

17 May 2021 - 3:49 PM - Robert Paull
Further report to Council on outcome of advertising

10 Sep 2021 - 4:14 PM - Robert Paull
Report to be prepared for the 28 October 2021 Council meeting.

10 Aug 2022 - 11:04 AM - Sarah Smith
Action reassigned to Neate, Wayne by: Smith, Sarah for the reason: Rob Paull has left the organisation

12 Aug 2022 - 10:49 AM - Wayne Neate
Revised Target Date changed by: Neate, Wayne From: 8 Apr 2021 To: 01 Sep 2022
Reason: With resignation of MDS the DTDS will need to investigate what has occurred

Meeting	Officer/Director	Section	Subject
Council 27/05/2021	Hartley, Neil Dexter, Amanda	Executive Services	Sale of "Dongas" - Derby Airport

RESOLUTION 49/21

Moved: Cr Paul White

Seconded: Cr Andrew Twaddle

That Council;

- Accept the offer from Department of Biodiversity, Conservation and Attractions for up to \$10,000 to purchase six of the remaining eight surplus to requirements transportable buildings (currently located at the Derby Airport); and**

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

2. Authorise the CEO to negotiate with the Department of Biodiversity, Conservation and Attractions with the view to it also taking the remaining two units, and for those units to be relocated from the airport. Alternatively, if that cannot be agreed to, to dispose of the remaining two units if within a reasonable period of time a use cannot be found for them within the community, or a buyer is not forthcoming.

In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Chris Kloss, Andrew Twaddle, Steve Ross, Rowena Mouda, Pat Riley and Keith Bedford

Against: Nil

CARRIED 9/0 BY ABSOLUTE MAJORITY

4 Jun 2021 - 3:32 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 10 Jun 2021 To: 31 Jul 2021
 Reason: Sale no longer progressing. Other options being explored.

5 Jul 2021 - 8:37 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 31 Jul 2021 To: 31 Dec 2021
 Reason: Dongas sold to Mt Hart. Removal to occur in November/December 2021.

8 Mar 2022 - 5:08 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 28 Feb 2022 To: 30 Apr 2022
 Reason: Transport has not occurred as promised, but purchaser has advised that dongas will be removed as soon as possible.

31 Mar 2022 - 2:46 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Apr 2022 To: 30 Jun 2022
 Reason: Still awaiting Mt Hart to remove the dongas. Mt Hart contacted but it has unfortunately not met its commitments.

4 Jul 2022 - 9:35 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Jun 2022 To: 31 Dec 2022
 Reason: Lack of available staff by Mt Hart (due to COVID-29) to move dongas.

17 Nov 2022 - 12:13 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 31 Dec 2022 To: 31 Dec 2022
 Reason: Only one remaining, but its removal is reliant on the availability of transport contractors.

Meeting	Officer/Director	Section	Subject
Council 24/06/2021	Neate, Wayne Dexter, Amanda	Development Services	Proposal for Lease Agreement - Horizon Power Community Battery

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

RESOLUTION 78/21

Moved: Cr Geoff Davis

Seconded: Cr Rowena Mouda

A motion was moved that Council suspend standing orders.

In Favour: Crs Paul White, Geoff Davis, Andrew Twaddle, Rowena Mouda, Pat Riley and Keith Bedford

Against: Nil

CARRIED 6/0

RESOLUTION 80/21

Moved: Cr Rowena Mouda

Seconded: Cr Geoff Davis

That Council:

- 1. Authorise the CEO to decide on the most appropriate location of the Horizon Power Community Battery at Nicholson Square Oval, or an alternative location if that is deemed more appropriate.**
- 2. Agrees to lease the required land to Horizon Power for \$500 p.a., utilising the attached lease document (under confidential section Attachment "C"), noting that the CEO is authorised to make any necessary modifications to ensure the Shire's interest are suitably protected; and**
- 3. Notes that Horizon Power is an exempt body as that relates to the Shire being otherwise required to progress through the Local Government Act's 3.58 (Disposing of Property) provisions.**

In Favour: Crs Paul White, Geoff Davis, Andrew Twaddle, Rowena Mouda, Pat Riley and Keith Bedford

Against: Nil

CARRIED 6/0

19 Jul 2021 - 3:51 PM - Philip Gehrman

Revised Target Date changed by: Gehrman, Philip From: 8 Jul 2021 To: 27 Aug 2021

Reason: Awaiting feedback from Horizon Power on next steps.

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

10 Sep 2021 - 4:06 PM - Sarah Smith
 Action reassigned to Neate, Wayne by: Smith, Sarah for the reason: Phillip Gerhmann no longer at SDWK
 18 Oct 2021 - 3:51 PM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 27 Aug 2021 To: 01 Dec 2021
 Reason: Horizon Power working up lease
 19 Dec 2021 - 1:09 PM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 1 Dec 2021 To: 01 Apr 2022
 Reason: Location has been determined at Nicholson Square, Lease being progressed
 16 Mar 2022 - 12:27 PM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 1 Apr 2022 To: 01 Jun 2022
 Reason: Horizon Power yet to provide Lease document
 17 May 2022 - 8:31 AM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 1 Jun 2022 To: 01 Jul 2022
 Reason: Work onsite has commenced however lease is not in place as yet
 12 Aug 2022 - 11:20 AM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 1 Jul 2022 To: 01 Oct 2022
 Reason: Work has commenced on site however lease has not been resolved

Meeting	Officer/Director	Section	Subject
Council 26/08/2021	Dexter, Amanda Dexter, Amanda	Executive Services	Aboriginal Empowerment Strategy
RESOLUTION 84/21			
Moved: Cr Geoff Davis			
Seconded: Cr Rowena Mouda			
That Council:			
<ol style="list-style-type: none"> 1. Endorses the Workshop Report – 22 July 2021 – Shire of Derby/West Kimberley Aboriginal Empowerment Strategy; 2. Authorise the CEO to commence a Request for Quote process, to seek out an external consultancy with expertise to support Councillors and the Executive with strategic direction setting and policy development to the Aboriginal Empowerment Strategy; and 3. Endorse the scoping and development of a senior Aboriginal identified position within the SDWK to operationalise empowerment strategies including economic development and communications. 			
<u>In Favour:</u> Crs Geoff Haerewa, Paul White, Geoff Davis, Chris Kloss, Andrew Twaddle, Rowena Mouda, Pat Riley and Keith Bedford			
<u>Against:</u> Nil			

Outstanding	Division:	Date From:
	Committee:	Date To:
	Officer:	
Action Sheets Report		Printed: 5 December 2022 4:35 PM

CARRIED 8/0
<p>10 Sep 2021 - 4:12 PM - Sarah Smith Action reassigned to O'Halloran, Amanda by: Smith, Sarah for the reason: Sarah Tobias is an external consultant</p> <p>16 Mar 2022 - 11:30 AM - Amanda Dexter Amanda will arrange advertising to progress the appointment of a Organisation/ Consultant to assist with the Development of a Strategy and/ or high level priorities in order to get this program up and running over the next few months.</p> <p>16 Mar 2022 - 11:34 AM - Amanda Dexter Revised Target Date changed by: Dexter, Amanda From: 9 Sep 2021 To: 31 May 2022 Reason: This item has not been resourced adequately and higher prioritisation has been allocated to ensure that it progresses over the next few months</p> <p>9 Jun 2022 - 4:02 PM - Amanda Dexter Revised Target Date changed by: Dexter, Amanda From: 31 May 2022 To: 30 Jul 2022 Reason: This project has unfortunately not progressed due to resourcing issues, it has been reallocated in the 2022/23 Budget and the CEO's Exec Team will progress the project once the once the budget is approved.</p> <p>12 Aug 2022 - 11:09 AM - Amanda Dexter Revised Target Date changed by: Dexter, Amanda From: 30 Jul 2022 To: 30 Sep 2022 Reason: This Item is a high priority for the first quarter of the 2022/23 FY.</p> <p>12 Aug 2022 - 11:10 AM - Amanda Dexter Revised Target Date changed by: Dexter, Amanda From: 30 Sep 2022 To: 30 Sep 2022 Reason: This Item is a high priority of the 2022/23 FY. A detailed report will be provided to Council by the 30 September 2022</p>

Meeting	Officer/Director	Section	Subject
Council 9/12/2021	Hartley, Neil Dexter, Amanda	Executive Services	Fitzroy Crossing Airport - Proposal for State Government Funding Plan
RESOLUTION 160/21			
Moved: Cr Peter McCumstie			
Seconded: Cr Keith Bedford			
That Council:			
<ol style="list-style-type: none"> 1. Endorse the principle and thrust of the Fitzroy Crossing Airport Funding Plan and request the CEO to coordinate its finalisation at the earliest opportunity; 2. Authorise the President and the Chief Executive Officer to facilitate discussions with the State Government for a contribution towards the long term asset management funding of the Fitzroy Crossing Airport; and 3. Notes that a separate report on Curtin and Derby airports, including asset and operational cost considerations at those sites, will be forthcoming. 			

Outstanding	Division:	Date From:
	Committee:	Date To:
	Officer:	
Action Sheets Report		Printed: 5 December 2022 4:35 PM

In Favour: Crs Geoff Haerewa, Paul White, Andrew Twaddle, Rowena Mouda, Pat Riley, Keith Bedford, Linda Evans and Peter McCumstie

Against: Nil

CARRIED 8/0

15 Dec 2021 - 9:53 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 23 Dec 2021 To: 31 Mar 2022
 Reason: Letter forwarded to State Minister for Health. Awaiting meeting opportunity. Still need to finalise Funding Proposal with accurate asset management estimates (awaiting consultant engineering report).

7 Feb 2022 - 7:28 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 31 Mar 2022 To: 30 Jun 2022
 Reason: Minister for Health has passed on to Minister for Transport. Requires ongoing lobbying of state government.

3 Jun 2022 - 10:35 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Jun 2022 To: 30 Sep 2022
 Reason: In ongoing discussions with Department of Transport. Asset Management Plans being prepared for DoT consideration to justify ongoing state support. \$1.5m(State - approved) + \$1.5m(Federal - awaiting confirmation) grants applied for to fund runway and apron area upgrade.

7 Sep 2022 - 8:36 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Sep 2022 To: 30 Apr 2024
 Reason: \$1.5m (State) + \$1.5m (Federal) grants secured. Project Manager appointed. Works to now be scheduled and tendered for construction to occur in 2023. Discussions continue with State Department of Transport on the longer term management/funding of FX Airport.

17 Nov 2022 - 4:32 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Apr 2024 To: 30 Apr 2024
 Reason: Project is progressing. For example, the Funding Agreements have been executed by the parties; the Project Manager has been appointed. One of the grant pre-conditions, a Geotechnical Assessment has been organised and will be commenced on 28 November 2022. An independent assessment/peer review is also a grant pre-condition and the RFQ for for that service has now closed but the successful contractor has not as yet been selected.

Meeting	Officer/Director	Section	Subject
Council 28/10/2021	Hartley, Neil Dexter, Amanda	Matters for which the Meeting May Be Closed (Confi)	Derby Airport - Royal Flying Doctor Service Lease/Landing Fees
RESOLUTION 139/21			
Moved: Cr Linda Evans			
Seconded: Cr Keith Bedford			
That Council by Absolute Majority:			
<ol style="list-style-type: none"> 1. Accepts the offer of the Royal Flying Doctor Service to in addition to its normal services consumption fees and charges payments, to also pay the equivalent of 50% of the annual lease fee from 1 July 2021 until the expiry of the current lease period (31 July 2023); 			

<p>Outstanding</p> <p>Action Sheets Report</p>	<p>Division:</p> <p>Committee:</p> <p>Officer:</p>	<p>Date From:</p> <p>Date To:</p> <p>Printed: 5 December 2022 4:35 PM</p>
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2. Agrees that in light of #1, to write off outstanding lease fees charged to Royal Flying Doctor Service of \$80,190.00 (for the period concluding 30 April 2021);

3. Authorises the Chief Executive Officer to secure an agreement with Royal Flying Doctor Service for the payment of relevant Derby Airport fees, including if required, reasonable use of the Derby Airport Terminal for patient transfers.

In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Rowena Mouda, Pat Riley, Keith Bedford, Linda Evans and Peter McCumstie

Against: Nil

CARRIED 9/0

31 Mar 2022 - 2:16 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 11 Nov 2021 To: 30 Apr 2022
 Reason: Agreement reached with Royal Flying Doctor Service, inclusive of comments provided by the Shire's legal advisors. Awaiting final documents from RFDS to execute (RFDS producing documentsaion "in-house").

3 May 2022 - 1:52 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Apr 2022 To: 31 May 2022
 Reason: Still awaiting final documents from RFDS to execute (RFDS producing documentsaion "in-house").

16 May 2022 - 4:36 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 31 May 2022 To: 30 Jun 2022
 Reason: Deed of Agreement settled but awaiting RFDS Board Meeting to confirm it does not wish to take up the lease extension, following which that final clause can be worded and the document executed.

4 Jul 2022 - 9:26 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Jun 2022 To: 30 Sep 2022
 Reason: Still awaiting advice from RFDS in regard to its position on Derby hangar and this is aligned to its position on its housing stock in Derby. There is no dispute about th econtract conditions and the matter wil resolve itself in due course.

17 Nov 2022 - 12:07 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Sep 2022 To: 31 Dec 2022
 Reason: Meeting arranged with President, CEO, DSB, and RFDS representatives for 1 December 2022 to discuss this (and other non-related issues).

5 Dec 2022 - 2:22 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 31 Dec 2022 To: 31 Dec 2022
 Reason: Final Deed documents agreed to. Signed off by Shire. RFDS to executue and return one copy. Landing Fees and Lease fee charges have commenced.

Meeting	Officer/Director	Section	Subject
Council 25/11/2021	Hartley, Neil Dexter, Amanda	Matters for which the Meeting May Be Closed (Conf)	Derby Jetty - Insurance and Related Considerations
RESOLUTION 159/21			

Outstanding	Division:	Date From:
	Committee:	Date To:
	Officer:	
Action Sheets Report		Printed: 5 December 2022 4:35 PM

Moved: Cr Paul White
Seconded: Cr Geoff Davis

That Council:

1. Accepts the position offered by Kimberley Ports Authority that the Derby Jetty can be insured for \$5.6m on the basis that in the event of a catastrophic event which destroyed the jetty, the jetty would not be reinstated or replaced utilising the existing design and specifications, and the intent would be to clear the site and reinstate a small recreational jetty (due to the change in demand and utilisation since the Jetty was first built);
2. Understands that any costs above the insured level would be the responsibility of the Shire to bear, and asks that the Chief Executive Officer arrange for engineering studies to be sought to confirm the most prudent level of insurance that should be set, such that removal of debris/clean-up can be undertaken, and construction/reinstatement of a small recreational jetty to replace the existing structure can be achieved, without there being any undue risk of excess costs resulting.
3. Confirms the need to maintain current levels of insurance levels (until 2023 when the MPA Fish Farms Lease is due to expire) unless legal advice is obtained that reasonably allows the changes to be brought in earlier;
4. Notes that the eventual lease renegotiations with Kimberley Mineral Sands will need to accommodate a mutually agreed position on jetty insurance;
5. Requires the Chief Executive Officer to pursue the implementation of a Deed to suitably modify the insurance clauses of the Head Lease (from “replacement”, to a “removal of debris/clean up only” clause);
6. Requires that any future Derby Port/Jetty Leases provide clarity on the Shire’s capacity going forward to undertake Jetty maintenance or replacement, and that the Shire’s position be suitably protected;
7. Requires that a Derby Port Masterplan workshop be scheduled with Councillors, to outline options available for the sustainable operation of the Derby Port; and
8. Requires that a review of Derby Jetty fees/charges be undertaken and a report be presented to Council on the options available to it.

In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Rowena Mouda, Pat Riley, Keith Bedford, Linda Evans and Peter McCumstie

Against: Nil

CARRIED 9/0

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

31 Mar 2022 - 2:37 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 9 Dec 2021 To: 30 Jun 2023
 Reason: Insurance changes can be accommodated by LGIS, but can generally only occur once each year, on policy renewal (end fo financial year). Insurance change is also subject to Kimberley Mineral Sands and MPA Fish Farms lease clauses and commitments. It is hoped that a change to Removal of Debris Only insurance can be arranged to occur from 1 July 2023.
 5 Dec 2022 - 2:26 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Jun 2023 To: 30 Jun 2023
 Reason: KMS has agreed to fund the Replacement Value Insurance Premiums for the time being. Can revert to Removal of Debris Insurance once KMS ceases paying the premium.

Meeting	Officer/Director	Section	Subject
Audit Committee 24/03/2022	Thornton, Alan Dexter, Amanda	Reports	Long Term Financial Plan - 2022-23 to 2036-37
COMMITTEE RESOLUTION AC24/22			
Moved: Cr Peter McCumstie			
Seconded: Cr Keith Bedford			
That the Audit Committee recommend that Council:			
<ol style="list-style-type: none"> Endorse the Long Term Financial Plan 2022/23 – 2036/37 per attachment to this report for Council’s on going consideration. 			
<u>In Favour:</u> Crs Keith Bedford, Peter McCumstie and Andrew Twaddle			
<u>Against:</u> Nil			
CARRIED 3/0			
12 Aug 2022 - 11:17 AM - Amanda Dexter Revised Target Date changed by: Dexter, Amanda From: 7 Apr 2022 To: 30 Sep 2022 Reason: Formal Presentation of the Long Term Financial Plan will occur at the OCM Setember 29 2022			

Meeting	Officer/Director	Section	Subject
Audit Committee 24/03/2022	Thornton, Alan Dexter, Amanda	Matters for which the Meeting May Be Closed (Confi)	Kimberley Mineral Sands - Debt Write-Off
COMMITTEE RESOLUTION AC28/22			
Moved: Cr Peter McCumstie			

Outstanding	Division:	Date From:
	Committee:	Date To:
	Officer:	
Action Sheets Report		Printed: 5 December 2022 4:35 PM

Seconded: Cr Keith Bedford

That the Audit Committee recommends that Council, conditional on a new sub-lease being executed by the Shire and the Kimberley Mineral Sands group:

1. **Writes off the insurance contribution claim made upon the Derby Port lessee’s, Thunderbird Operations Pty Ltd and Sheffield Resources Limited (of \$172,958.16); and**
2. **Notes that insurance contributions by the lessee will apply (as per the lease’s new position) from 1 January 2022 .**

In Favour: Crs Keith Bedford, Peter McCumstie and Andrew Twaddle

Against: Nil

CARRIED 3/0 BY ABSOLUTE MAJORITY

3 May 2022 - 2:11 PM - Neil Hartley

Revised Target Date changed by: Hartley, Neil From: 7 Apr 2022 To: 26 May 2022

Reason: Lease negotiations ongoing, with report hoped to be presented to the 26 May 2022 Council Meeting.

3 Jun 2022 - 10:29 AM - Neil Hartley

Revised Target Date changed by: Hartley, Neil From: 26 May 2022 To: 30 Jun 2022

Reason: Updated decision as per 26 May Council Meeting. Debt can be written off on execution of revised lease documentation.

4 Jul 2022 - 9:31 AM - Neil Hartley

Revised Target Date changed by: Hartley, Neil From: 30 Jun 2022 To: 30 Sep 2022

Reason: Subject to new 28 July Council Meeting decision and lease being executed.

7 Sep 2022 - 8:39 AM - Neil Hartley

Action reassigned to Thornton, Alan by: Hartley, Neil for the reason: New lease agreement execution progressing. Debt to be written off through the normal accounting process once executed lease documents finalised.

Meeting	Officer/Director	Section	Subject
Audit Committee 23/06/2022	Mildenhall, Christie Dexter, Amanda	Reports	LGIS / Royal Life-saving WA Safety Assessment and Improvement Audit
COMMITTEE RESOLUTION AC54/22			
Moved: Cr Peter McCumstie			
Seconded: Cr Geoff Haerewa			
That the Audit Committee;			

<p>Outstanding</p> <p>Action Sheets Report</p>	<p>Division:</p> <p>Committee:</p> <p>Officer:</p>	<p>Date From:</p> <p>Date To:</p> <p>Printed: 5 December 2022 4:35 PM</p>
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1. Receives the information contained in the report detailing the Royal Life-Saving Safety Assessment and Improvement Plan.

2. Notes the proposed Action Plan as outlined in Attachment 2 to address the issues identified in the Royal Life-Saving WA Safety Assessment and Improvement Plan.

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0

18 Aug 2022 - 8:12 AM - Christie Mildenhall
 Feedback provided to Royal Lifesaving on some aspects of the report as per process. Final report has been provided with our total audit score increasing from 88.04% to 90.22% (90% is target mark).

18 Aug 2022 - 3:22 PM - Christie Mildenhall
 15 of 32 identified actions now completed.

1 Nov 2022 - 10:42 AM - Christie Mildenhall
 26/32 items completed.

Meeting	Officer/Director	Section	Subject
Council 29/06/2022	Hartley, Neil Dexter, Amanda	Executive Services	WA Grants Commission Submission - Change of Distribution Methodology

RESOLUTION 75/22

Moved: Cr Paul White
Seconded: Cr Peter McCumstie

That Council:

- 1. Endorse the draft WA Grants Commission submission;**
- 2. Supports the principal that the Shire and the Kimberley Region would benefit from other Kimberley local governments also having input and lodging complimentary submissions to the Grants Commission, and requires that the CEO refer the submission to the Kimberley Regional Group for its input and support; and**
- 3. Authorises the CEO to modify the report following any feedback from the Kimberley Regional Group’s members, and subsequent to that, forward the finalised submission to the Grants Commission for its consideration.**

In Favour: Crs Geoff Haerewa, Paul White, Andrew Twaddle, Keith Bedford and Peter McCumstie

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

Against: Nil

CARRIED 5/0

12 Aug 2022 - 11:20 AM - Amanda Dexter
 Revised Target Date changed by: Dexter, Amanda From: 13 Jul 2022 To: 30 Sep 2022
 Reason: The Submission has been circulated to the KRG CEO's and Councils for their review and any recommendation and ultimate endorsement, prior to sending through to the Commission.

7 Sep 2022 - 8:29 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Sep 2022 To: 30 Jun 2023
 Reason: Submission forwarded to Grants Commission. Assessment by Commission is expected to be concluded prior to the notification of the 2023/24 grant allocations.

Meeting	Officer/Director	Section	Subject
Council 29/06/2022	Neate, Wayne Dexter, Amanda	Development Services	Adoption of the 2022 Local Emergency Management Arrangements
RESOLUTION 80/22			
Moved: Cr Andrew Twaddle			
Seconded: Cr Keith Bedford			
That Council:			
<ol style="list-style-type: none"> 1. Adopt the Local Emergency Management Arrangements (LEMA), in accordance with the requirement of the <i>Emergency Management Act 2005</i>. 2. Request the Chief Executive Officer to forward a copy of the LEMA to the State Emergency Management Committee. 			
<u>In Favour:</u> Crs Geoff Haerewa, Paul White, Andrew Twaddle, Keith Bedford and Peter McCumstie			
<u>Against:</u> Nil			
CARRIED 5/0			
<p><i>10 Aug 2022 - 11:04 AM - Sarah Smith</i> Action reassigned to Neate, Wayne by: Smith, Sarah for the reason: Rob Paull has left the organisation</p> <p><i>12 Aug 2022 - 11:02 AM - Wayne Neate</i> Revised Target Date changed by: Neate, Wayne From: 13 Jul 2022 To: 01 Sep 2022 Reason: With resignation of MDS, DTDS investigating where the matter is up to</p> <p><i>3 Nov 2022 - 4:43 PM - Wayne Neate</i></p>			

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

Revised Target Date changed by: Neate, Wayne From: 1 Sep 2022 To: 16 Dec 2022
 Reason: DFES have reviewed document will undertake out of session approval from LEMC before forwarding to DEMC and then SEMC

Meeting	Officer/Director	Section	Subject
Council 29/06/2022	Neate, Wayne Dexter, Amanda	Development Services	Adoption of the 2022 Local Recovery Plan
RESOLUTION 81/22			
Moved: Cr Paul White			
Seconded: Cr Andrew Twaddle			
That Council:			
<ol style="list-style-type: none"> 1. Adopt the Local Recovery Plan (LRP), in accordance with the requirement of the Emergency Management Act 2005; and 2. Request the Chief Executive Officer to forward a copy of the LRP to the State Emergency Management Committee. 			
<u>In Favour:</u> Crs Geoff Haerewa, Paul White, Andrew Twaddle, Keith Bedford and Peter McCumstie			
<u>Against:</u> Nil			
CARRIED 5/0			
<p><i>10 Aug 2022 - 11:05 AM - Sarah Smith</i> Action reassigned to Neate, Wayne by: Smith, Sarah for the reason: Rob Paull has left the organisation</p> <p><i>12 Aug 2022 - 11:02 AM - Wayne Neate</i> Revised Target Date changed by: Neate, Wayne From: 13 Jul 2022 To: 13 Jul 2022 Reason: With resignation of MDS, DTDS investigating where the matter is up to</p> <p><i>12 Aug 2022 - 11:12 AM - Wayne Neate</i> Revised Target Date changed by: Neate, Wayne From: 13 Jul 2022 To: 01 Sep 2022 Reason: With resignation of MDS, DTDS investigating where the matter is up to</p> <p><i>3 Nov 2022 - 4:43 PM - Wayne Neate</i> Revised Target Date changed by: Neate, Wayne From: 1 Sep 2022 To: 16 Dec 2022 Reason: DFES have reviewed document will undertake out of session approval from LEMC before forwarding to DEMC and then SEMC</p>			

Meeting	Officer/Director	Section	Subject
Council 28/07/2022	Hartley, Neil Dexter, Amanda	Matters for which the Meeting May Be Closed (Conf)	Derby Airport - Lease to Frontier Helicopters (Area #18)

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

RESOLUTION 101/22**Moved:** Cr Geoff Davis**Seconded:** Cr Geoff Haerewa**That Council takes the following position in regard to the Frontier Helicopter (Derby Airport Area #18) lease:**

- 1. Endorse the establishment of a new lease over Derby Airport Lease Area #18 on the following general conditions:**
 - a. Lessee to be Frontier Helicopters Pty Ltd (under new ownership);
 - b. 10+10 year term;
 - c. Subject to #2 below, a commencing annual rental of \$15,304.68 (+GST and adjusted annually by CPI/market review),
 - d. The lease area to be in full compliance with all relevant legislate (e.g. planning permit and building licences);
 - e. All fuel storage be removed from the site or be in accordance with lease conditions;
 - f. May include the temporary assignment of the existing lease until the new lease is in position and may require that the existing lease to remain in place in "holding over" mode, until the new lease takes effect; and
 - g. The Lessee being required to meet the legal and other costs of the preparation of the Deed of Lease Extension, including the lodgement of a deposit on these costs of \$8,000;
- 2. Notes that through S. 3.58 (4)(c)(ii) of the Local Government Act, Council has thus far utilised a 11 October 2021 valuation, which was carried out more than 6 months before the proposed disposition, and whilst it believes it to still be a true indicator of the rental value, if the new (July/August 2022) valuation sought does provide for a higher rental sum, then that new valuation figure is to be utilised as the commencing lease fee referred to in (1c) above;**
- 3. Notes that the public advertising process for S. 3.58 has occurred, with no objections received;**
- 4. Authorises the President and Chief Executive Officer to execute the necessary documentation and apply the Shire's Common Seal (if required); and**
- 5. The CEO be required to manage (1d) and (1e) above, including progressing the voiding of the lease if the lessee fails to comply with these requirements within a reasonable period of time as determined by the CEO.**

In Favour: Crs Geoff Haerewa, Geoff Davis, Andrew Twaddle, Rowena Mouda, Pat Riley and Keith Bedford

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

Against: Nil

CARRIED 6/0

12 Aug 2022 - 11:33 AM - Sarah Smith
 Revised Target Date changed by: Smith, Sarah From: 11 Aug 2022 To: 15 Sep 2022
 Reason: Lease documents have been sent to Frontier Helicopters buyer and seller for execution. Waiting for contract of sale.

7 Sep 2022 - 8:27 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 15 Sep 2022 To: 31 Oct 2022
 Reason: Originally proposed sale of Frontier Helicopters (to Helispirit) has fallen through. Company ownership/Leasee to now remain unchanged. Lease to otherwise be as per Council resolution.

17 Nov 2022 - 12:08 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 31 Oct 2022 To: 30 Nov 2022
 Reason: Some minor variations required to the lease.

5 Dec 2022 - 2:21 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 30 Nov 2022 To: 31 Mar 2023
 Reason: Frontier has sold its business to All North. Process may need to recommence if an Assignment cannot occur.

Meeting	Officer/Director	Section	Subject
Council 25/08/2022	Neate, Wayne Dexter, Amanda	Technical Services	REQUEST TO CLOSE HOLLAND STREET, DERBY AND TO AMALGAMATE WITH ADJOINING LAND

RESOLUTION 110/22

Moved: Cr Andrew Twaddle

Seconded: Cr Rowena Mouda

That with respect to request to close Holland Street, Derby and to amalgamate with adjoining land, Council:

- 1. Pursuant to Section 58 of the Land Administration Act 1997, support the permanent closure of Holland Street, Derby as outlined in this Report and expresses its preference that the closed portion be offered to adjoining land owners to acquire those portions of the closed road that abut their land;**
- 2. Give notice of the proposed road closure in accordance with *Land Administration Act 1978* allowing a minimum period of 35 days for people to lodge submissions from the date of the notice;**
- 3. At the conclusion of the submission period, that the Chief Executive Officer be requested to provide a further report addressing whether to proceed or not to proceed with the proposed road closure in light of any submissions; and**
- 4. Instruct the Chief Executive Officer to write to all of the owners requesting that they indemnify the Shire and the State of Western Australia of any**

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

and all third party costs that may be triggered by this process and only proceed with points 1, 2 and 3 when all letters are received from all property owners that adjoin the Holland Street road reserve.

In Favour: Crs Geoff Davis, Andrew Twaddle, Rowena Mouda, Pat Riley, Linda Evans and Peter McCumstie

Against: Nil

CARRIED 6/0

3 Nov 2022 - 4:38 PM - Wayne Neate
 Revised Target Date changed by: Neate, Wayne From: 8 Sep 2022 To: 30 Jan 2023
 Reason: All letters agreeing to indemnify Shire have been recieved from all property Owners. Currently advertising proposal and will await outcome of advertising.

Meeting	Officer/Director	Section	Subject
Council 25/08/2022	Dyer, John Neate, Wayne	Matters for which the Meeting May Be Closed (Confi)	Award of Tender T5-2022 - Project 1 - Fitzroy Crossing Visitors Centre Carpark Redevelopment and Project 2 - Emanuel Way Stabilisation and Asphalt Seal
RESOLUTION 114/22			
Moved: Cr Geoff Davis			
Seconded: Cr Linda Evans			
That Council;			
<ol style="list-style-type: none"> 1. Award Tender T5-2022 consisting of Project 1 - Fitzroy Crossing Visitors Centre Carpark Redevelopment and Project 2 – Emanuel Way Stabilisation and Asphalt Seal to Buckley’s Earthworks and Paving; 2. Amend the 2022-23 Budget reallocating the \$225,000 from the Fitzroy Crossing Road re-seals to Emanuel Way for the purpose of undertaking the Stabilisation and Asphalt Seal work; 3. Reallocate Roads to Recovery Funds from the future 2023-24 Budget allocation pool to Emanuel Way for the purpose of undertaking the Stabilisation and Asphalt Seal work; 4. Amend the 2022-23 Budget to include an additional \$315,632.90 of Local Community Road and Infrastructure (LCRI) funds from the LCRI pool to the Fitzroy Crossing Visitors Centre Carpark Redevelopment; and 5. That authorisation be given to the Chief Executive Officer to negotiate scope of work adjustment with Buckley’s Earthworks and Paving. 			

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

<u>In Favour:</u>	Crs Geoff Davis, Andrew Twaddle, Rowena Mouda, Pat Riley, Linda Evans and Peter McCumstie	CARRIED 6/0
<u>Against:</u>	Nil	

Meeting	Officer/Director	Section	Subject
Council 27/10/2022	Hartley, Neil Dexter, Amanda	Executive Services	Fitzroy Crossing Swimming Pool - Lease Extension
RESOLUTION 134/22			
Moved: Cr Linda Evans			
Seconded: Cr Rowena Mouda			
That Council:			
<ol style="list-style-type: none"> Notes that the current lease to the WA State Government is in “holding over” and that the Fitzroy Crossing Swimming Pool provides a valuable service to the Fitzroy Crossing community at an affordable cost to the Shire; and Instructs the CEO to provide a letter of extension of the existing lease to the WA State Government on the same terms and conditions, for up to 10+10 years. 			
<u>In Favour:</u>	Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Rowena Mouda, Linda Evans and Peter McCumstie		
<u>Against:</u>	Nil		
CARRIED 7/0			
<p><i>17 Nov 2022 - 12:12 PM - Neil Hartley</i> Revised Target Date changed by: Hartley, Neil From: 10 Nov 2022 To: 31 Dec 2022 Reason: Draft letter of extension for the existing lease has been forwarded to the State Government. Awaiting a response.</p>			

Meeting	Officer/Director	Section	Subject
Council 27/10/2022	Hartley, Neil Dexter, Amanda	Executive Services	Derby Port Masterplan (Draft for Stakeholder Consultation)

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

RESOLUTION 135/22

Moved: Cr Peter McCumstie
Seconded: Cr Linda Evans

That Council:

1. Endorse the attached draft Derby Port Masterplan for the purposes of Stakeholder consultation;
2. Endorse the attached stakeholder consultation process and require the CEO to facilitate its implementation;
3. Notes that a “save the date” email has already been distributed to Derby Port Stakeholders; and
4. Requires that the CEO reports back to Council with a final draft of the Derby Port Masterplan by June 2023, to enable any relevant components to be referred on for 2023/24 budget consideration.

In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Rowena Mouda, Linda Evans and Peter McCumstie
Against: Nil

CARRIED 7/0

17 Nov 2022 - 11:00 AM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 10 Nov 2022 To: 28 Feb 2023
 Reason: Stakeholder consultation process continuing with the deadline for stakeholder input closing on 28 February 2023.

Meeting	Officer/Director	Section	Subject
Council 27/10/2022	Smith, Sarah Dexter, Amanda	Executive Services	Adopting Council Meeting Dates for the 2023 calendar year

RESOLUTION 136/22

Moved: Cr Andrew Twaddle
Seconded: Cr Paul White

That Council:

1. APPROVE the following Audit Committee and Ordinary Meeting of Council (OCM) dates, times and venues for the 2023 calendar year:

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

DAY	MEETING	DATE	TIME	VENUE
Thursday	Audit	16 February	4.00pm	Council Chambers, Derby
Thursday	OCM	23 February	5.30pm	Council Chambers, Derby
Thursday	Audit	23 March	4.00pm	Council Chambers, Derby
Thursday	OCM	30 March	5.30pm	Fitzroy Crossing*
Thursday	Audit	20 April	4.00pm	Council Chambers, Derby
Thursday	OCM	27 April	5.30pm	Council Chambers, Derby
Thursday	Audit	18 May	4.00pm	Council Chambers, Derby
Thursday	OCM	25 May	5.30pm	Fitzroy Crossing*
Thursday	Audit	22 June	4.00pm	Council Chambers, Derby
Thursday	OCM	29 June	5.30pm	Council Chambers, Derby
Thursday	Audit	20 July	4.00pm	Council Chambers, Derby
Thursday	OCM	27 July	11.00am	On Country – Remote Aboriginal Community*
Thursday	Audit	24 August	4.00pm	Council Chambers, Derby
Thursday	OCM	31 August	5.30pm	Council Chambers, Derby
Thursday	Audit	21 September	4.00pm	Council Chambers, Derby
Thursday	OCM	28 September	5.30pm	Fitzroy Crossing*
Thursday	Audit	19 October	4.00pm	Council Chambers, Derby
Thursday	OCM	26 October	5.30pm	Council Chambers, Derby
Thursday	Audit	23 November	4.00pm	Council Chambers, Derby
Thursday	OCM	30 November	5.30pm	Fitzroy Crossing*
Thursday	Audit	14 December	4.00pm	Council Chambers, Derby

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

Thursday	OCM	14 December	5.30pm	Council Chambers, Derby
*location to be advised				
2. REQUEST that the Chief Executive Officer advertise the approved dates by Public Notice and on the Shire of Derby/West Kimberley website.				
<u>In Favour:</u>	Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Rowena Mouda, Linda Evans and Peter McCumstie			
<u>Against:</u>	Nil			
				CARRIED 7/0

Meeting	Officer/Director	Section	Subject
Council 27/10/2022	Mildenhall, Christie Dexter, Amanda	New Business Of An Urgent Nature	Response to consultation on the proposed changes to the Banned Drinkers Register
RESOLUTION 143/22			
Moved: Cr Paul White			
Seconded: Cr Linda Evans			
That Council;			
1. Notes the consultation paper on the proposed changes to the Banned Drinkers Register (BDR).			
2. Endorses the proposed responses to the consultation survey provided in Attachment 2 for submission to the Department of Local Government, Sport and Cultural Industries on behalf of the Shire of Derby / West Kimberley.			
<u>In Favour:</u>	Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Rowena Mouda, Linda Evans and Peter McCumstie		
<u>Against:</u>	Nil		
			CARRIED 7/0

Meeting	Officer/Director	Section	Subject
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Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

Audit Committee 20/10/2022	Thornton, Alan Dexter, Amanda	Reports	Annual Financial Report 2020-2021
COMMITTEE RESOLUTION AC99/22			
Moved: Cr Peter McCumstie			
Seconded: Cr Geoff Haerewa			
That the Audit Committee recommends that Council BY AN ABSOLUTE MAJORITY:			
<ol style="list-style-type: none"> 1. Adopts the Audited 2020-2021 Annual Financial Statements; 2. Notes that the Independent Audit Report is to be included as the final page of the Annual Financial Statements; and 3. Notes the response from management to the items raised in the Auditor's Management Letters. 			
<u>In Favour:</u> Crs Geoff Haerewa, Peter McCumstie, Pat Riley and Andrew Twaddle			
<u>Against:</u> Nil			
			CARRIED 4/0

Meeting	Officer/Director	Section	Subject
Audit Committee 17/11/2022	Gloor, Aaron Dexter, Amanda	Matters for which the Meeting May Be Closed (Conf)	Aboriginal Communities - Waste & ESL Debt Write-Off
COMMITTEE RESOLUTION AC116/22			
Moved: Cr Geoff Haerewa			
Seconded: Cr Peter McCumstie			
That the Audit Committee Recommends to Council:			
<ol style="list-style-type: none"> 1. Writes off the waste, ESL, legal and interest charges on each assessment totalling \$68,597.76. 			
<u>In Favour:</u> Crs Geoff Haerewa, Peter McCumstie and Andrew Twaddle			

Outstanding Action Sheets Report	Division: Committee: Officer:	Date From: Date To: Printed: 5 December 2022 4:35 PM
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Against: Nil

CARRIED 3/0 BY ABSOLUTE MAJORITY

Meeting	Officer/Director	Section	Subject
Council 24/11/2022	Hartley, Neil Dexter, Amanda	Executive Services	Derby Port - Leasing of Jetty Areas 2 and 3 to MPA Fish Farms Pty Ltd
RESOLUTION 151/22			
Moved: Cr Geoff Davis			
Seconded: Cr Peter McCumstie			
That Council;			
<ol style="list-style-type: none"> 1. Authorise the commencement of the process of disposition of property in accordance with Section 3.58 of the Local Government Act by giving local public notice of its intention to lease area 3 and 2 of the Derby Jetty Goods Shed at the Derby Port, to MPA Fish Farms Pty Ltd; 2. Subject to no objections being received by the close of the submission period, Council authorise the Chief Executive Officer to negotiate a lease which will include the following; <ol style="list-style-type: none"> i) Lease Areas 2 and 3 of the Goods Shed; ii) Period to be from 1 July 2023 for a two year term, but to be extendible in two year increments at the Shire’s sole discretion, with the ultimate term being no longer than to the period to 29 June 2040 when the Head Lease expires (noting that the Lessee may wish to propose an end term earlier than 29 June 2029); iii) Lessee to pay for all costs associated with preparing the lease including but not limited to legal, advertising and survey fees; iv) Rental fee to commence at: <ol style="list-style-type: none"> a. Area 2 - \$32,130pa(+GST); and b. Area 3 - \$16,300pa(+GST); v) Additional Conditions: to be consistent with the existing Head Lease; to require Head Lessor endorsement; to incorporate any operational or other restrictions that result from the Kimberley Mineral Sands Lease; that normal commercial conditions for a port type lease are to 			

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

apply; and to be consistent with Council Policy (ES2) Establishment of Commercial Leases; and

3. Notes that the lease will be executed and the common seal affixed in accordance with Delegation 1.1.33 (Applying Common Seal).

In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Pat Riley and Peter McCumstie

Against: Nil

CARRIED 6/0

5 Dec 2022 - 2:11 PM - Neil Hartley
 Revised Target Date changed by: Hartley, Neil From: 8 Dec 2022 To: 31 Mar 2023
 Reason: Advertising has commenced with a closing date for submissions in January 2023.
 Valuation received and provided to Lessee.
 Quotes being sought from McLeods for Lease documentation.
 Awaiting payment from lessee before committing to legal expenses.

Meeting	Officer/Director	Section	Subject
Council 24/11/2022	Neate, Wayne Dexter, Amanda	Development Services	Making the New Parking Local Law 2022

RESOLUTION 153/22

Moved: Cr Andrew Twaddle
Secoded: Cr Peter McCumstie

That Council In accordance with section 3.12(4) of the Local Government Act 1995, make the Parking Local Law 2022:

1. **Instruct officers In accordance with section 3.12(5) of the Local Government Act 1995 to publish the Parking Local Law 2022 in the *Government Gazette*;**
2. **Instruct officers In accordance with section 3.12(5) of the Local Government Act 1995 to write to the Minister for Local Government in accordance with the Department of Local Government requirements and;**
3. **In accordance with sections 3.12(6) of the Local Government Act 1995 after its publication in the *Government Gazette*, local public notice be given;**
 - a) **stating the title of the Parking Local Law 2022;**
 - b) **summarizing the purpose and effect of the Parking Local Law 2022 (specifying the day on which it comes into operation); and**
 - c) **advising that the Parking Local Law 2022 is published on the Shire’s official website and provide copies of the Local Law at the Shire offices for**

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

inspection or for the public to obtain a copy.

In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Pat Riley and Peter McCumstie

Against: Nil

CARRIED 6/0

Meeting	Officer/Director	Section	Subject
Council 24/11/2022	Edwards, Shane Martin, Stuart	Community and Recreation Services	Garnduwa User Agreement - Fitzroy Crossing Gym
RESOLUTION 154/22			
Moved: Cr Paul White			
Seconded: Cr Peter McCumstie			
That Council			
<ol style="list-style-type: none"> 1. Endorses the 2022/23 Garnduwa Amboorny Wirnan Aboriginal Corporation User Agreement as provided in Attachment 1; 2. Approves the user agreement fees for the gymnasium area of the Fitzroy Crossing Recreation Centre to be included into the Schedule of Fees and Charges; 3. Require Garnduwa Amboorny Wirnan Aboriginal Corporation to undertake a deep clean of the space prior to installing new equipment; and 4. Approves the advertisement of the intention to impose the fee as required in Section 6.19 to the <i>Local Government Act 1995</i>. 			
<u>In Favour:</u> Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Pat Riley and Peter McCumstie			
<u>Against:</u> Nil			
CARRIED 6/0 BY ABSOLUTE MAJORITY			

Meeting	Officer/Director	Section	Subject
Council 24/11/2022	Edwards, Shane	Matters for which the Meeting May Be	Nominations - Community Citizen of the Year Awards 2023

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

Martin, Stuart	Closed (Confi
RESOLUTION 155/22	
Moved: Cr Paul White	
Seconded: Cr Andrew Twaddle	
That Council	
<ol style="list-style-type: none"> Determines Nominee B as the recipient of the 2023 Community Citizen of the Year for the Shire of Derby / West Kimberley. Determines Nominee C as the recipient of the 2023 Senior Community Citizen of the Year for the Shire of Derby / West Kimberley. Determines Nominee B as the recipient of the 2023 Youth Community Citizen of the Year for the Shire of Derby / West Kimberley. Determines the Nominee A as the recipient of the 2023 Active Citizenship Award for the Shire of Derby / West Kimberley. 	
<u>In Favour:</u> Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Pat Riley and Peter McCumstie	
<u>Against:</u> Nil	
CARRIED 6/0	

Meeting	Officer/Director	Section	Subject
Council 24/11/2022	Dexter, Amanda Dexter, Amanda	Amendment	Amendment - FITZROY CROSSING ADMINISTRATION CENTRE - UNSAFE WORK ENVIRONMENT
RESOLUTION 150/22			
Moved: Cr Paul White			
Seconded: Cr Andrew Twaddle			
This recommendation was changed and workshopped by Council at the 24 November 2022 Ordinary Council Meeting and is now put for consideration.			
That Council:			
<ol style="list-style-type: none"> Express its appreciation to the Shire’s Fitzroy Crossing staff for endeavouring to maintain a workable service to the Fitzroy Crossing community, notwithstanding the extremely difficult circumstances that presently prevails in that location, and express its empathy to staff and their families for 			

Outstanding	Division:	Date From:
	Committee:	Date To:
	Officer:	
Action Sheets Report		Printed: 5 December 2022 4:35 PM

- any physical and psychological violence or stress suffered by them as a direct consequence of elevated violence within the Fitzroy Crossing community; Council accepts that it needs to take appropriate actions to protect its employees;
2. The actions of the Chief Executive Officer to immediately close the Fitzroy Crossing Administration & Visitors Centre to the public are to remain in place, until such time that a safe work environment consistent with the expectations of the Work Health and Safety Act 2020 can be provided for the Shire's staff;
 3. Notes that in regard to (2), the Shire's customer services will be provided by appointment, other arrangement or via remote access where that is available;
 4. Notes that the WA State Government has a direct responsibility through the WA Police force's Policing Pillars to maintain a safe environment in Fitzroy Crossing, the Shire considers the situation in Fitzroy Crossing to be akin to an "Emergency Situation" and therefore requires WA Police to more satisfactorily meet those responsibilities, particularly the following key pillars not being maintained to date:
 - (a) Pillar #1 - Enforce the Law; and
 - (b) Pillar #2 - Prevent Crime;
 - (c) Pillar #3 - Manage and Coordinate Emergencies - Coordinate multi-agency approaches to manage emergencies.
 5. Authorises an immediate emergency 2022/23 budget allocation for the purpose of improving security and community/employee safety at the Shire's Fitzroy Crossing Administration, Library and Visitors Centre Building and its surrounds, and at Shire owned employee homes in Fitzroy Crossing in the immediate term as per the CEO's delegated authority. Funds to be allocated at the Chief Executive Officer's discretion so as to maximise safety but in a suitably cost conscious manner, reported monthly to council;
 6. Requires the President and CEO to immediately and actively engage with the WA State Government Agencies to:
 - (a) secure additional Police and other government resources for Fitzroy Crossing;
 - (b) secure State Government grant funds to meet the costs outlined in (5); and
 - (c) secure the necessary State (and Federal) Government services to address the existing issues within Fitzroy Crossing and to have those services remain until community concerns are addressed to meet community expectations;
 7. Requires that the President and the CEO actively engage the media in all of its forms and across the widest practical levels, to draw to the attention of Fitzroy Crossing stakeholders that the Council is actively engaging in strategic discussions, taking direct action where it can, and redirecting its limited resource capacities to addressing the situation. Also, to highlight the Shire is actively engaging with the WA State Government to directly assist with addressing the issues within Fitzroy Crossing; and

Outstanding	Division:	Date From:
Action Sheets Report	Committee:	Date To:
	Officer:	Printed: 5 December 2022 4:35 PM

8. Requires that the President and CEO arrange for suitable public consultation to occur in the district, to invite contributions from relevant stakeholders, particularly the local community and government agencies.

In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Pat Riley and Peter McCumstie

Against: Nil

CARRIED 6/0

RESOLUTION 150/22

Moved: Cr Paul White
Seconded: Cr Andrew Twaddle

This recommendation was changed and workshopped by Council at the 24 November 2022 Ordinary Council Meeting and is now put for consideration.

That Council:

1. Express its appreciation to the Shire’s Fitzroy Crossing staff for endeavouring to maintain a workable service to the Fitzroy Crossing community, notwithstanding the extremely difficult circumstances that presently prevails in that location, and express its empathy to staff and their families for any physical and psychological violence or stress suffered by them as a direct consequence of elevated violence within the Fitzroy Crossing community; Council accepts that it needs to take appropriate actions to protect its employees;
2. The actions of the Chief Executive Officer to immediately close the Fitzroy Crossing Administration & Visitors Centre to the public are to remain in place, until such time that a safe work environment consistent with the expectations of the Work Health and Safety Act 2020 can be provided for the Shire’s staff;
3. Notes that in regard to (2), the Shire’s customer services will be provided by appointment, other arrangement or via remote access where that is available;
4. Notes that the WA State Government has a direct responsibility through the WA Police force’s Policing Pillars to maintain a safe environment in Fitzroy Crossing, the Shire considers the situation in Fitzroy Crossing to be akin to an “Emergency Situation” and therefore requires WA Police to more satisfactorily meet those responsibilities, particularly the following key pillars not being maintained to date:
 - (a) Pillar #1 - Enforce the Law; and

Outstanding	Division:	Date From:
	Committee:	Date To:
Action Sheets Report	Officer:	Printed: 5 December 2022 4:35 PM

- (b) Pillar #2 - Prevent Crime;
 - (c) Pillar #3 - Manage and Coordinate Emergencies - Coordinate multi-agency approaches to manage emergencies.
5. Authorises an immediate emergency 2022/23 budget allocation for the purpose of improving security and community/employee safety at the Shire’s Fitzroy Crossing Administration, Library and Visitors Centre Building and its surrounds, and at Shire owned employee homes in Fitzroy Crossing in the immediate term as per the CEO’s delegated authority. Funds to be allocated at the Chief Executive Officer’s discretion so as to maximise safety but in a suitably cost conscious manner, reported monthly to council;
 6. Requires the President and CEO to immediately and actively engage with the WA State Government Agencies to:
 - (a) secure additional Police and other government resources for Fitzroy Crossing;
 - (b) secure State Government grant funds to meet the costs outlined in (5); and
 - (c) secure the necessary State (and Federal) Government services to address the existing issues within Fitzroy Crossing and to have those services remain until community concerns are addressed to meet community expectations;
 7. Requires that the President and the CEO actively engage the media in all of its forms and across the widest practical levels, to draw to the attention of Fitzroy Crossing stakeholders that the Council is actively engaging in strategic discussions, taking direct action where it can, and redirecting its limited resource capacities to addressing the situation. Also, to highlight the Shire is actively engaging with the WA State Government to directly assist with addressing the issues within Fitzroy Crossing; and
 8. Requires that the President and CEO arrange for suitable public consultation to occur in the district, to invite contributions from relevant stakeholders, particularly the local community and government agencies.
- In Favour: Crs Geoff Haerewa, Paul White, Geoff Davis, Andrew Twaddle, Pat Riley and Peter McCumstie
- Against: Nil
- CARRIED 6/0**

8 NEW BUSINESS OF AN URGENT NATURE

- Nil.

9 NEW AND EMERGING ITEMS FOR DISCUSSION

- Nil.

10 MATTERS FOR WHICH THE MEETING MAY BE CLOSED (CONFIDENTIAL MATTERS)**COMMITTEE RESOLUTION AC128/22****Moved: Cr Peter McCumstie****Seconded: Cr Keith Bedford**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 5.23(2) of the Local Government Act 1995:

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0**10.1 RATES OUTSTANDING NOVEMBER 2022**

This matter is considered to be confidential under Section 5.23(2) - b, e(ii) and e(iii) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with the personal affairs of any person, a matter that if disclosed, would reveal information that has a commercial value to a person, where the information is held by, or is about, a person other than the local government and a matter that if disclosed, would reveal information about the business, professional, commercial or financial affairs of a person, where the information is held by, or is about, a person other than the local government.

COMMITTEE RESOLUTION AC129/22**Moved: Cr Geoff Haerewa****Seconded: Cr Keith Bedford****That the Audit Committee recommends that Council:**

- 1. RECEIVES the report on outstanding rates and service charge debts by financial year to the end of November 2022.**

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0

10.2 SUNDRY DEBTORS NOVEMBER 2022

This matter is considered to be confidential under Section 5.23(2) - a, b, e(ii) and e(iii) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with a matter affecting an employee or employees, the personal affairs of any person, a matter that if disclosed, would reveal information that has a commercial value to a person, where the information is held by, or is about, a person other than the local government and a matter that if disclosed, would reveal information about the business, professional, commercial or financial affairs of a person, where the information is held by, or is about, a person other than the local government.

COMMITTEE RESOLUTION AC130/22

Moved: Cr Geoff Haerewa

Seconded: Cr Pat Riley

That the Audit Committee recommends that Council:

- 1. RECEIVES the information contained in the report detailing Sundry Debtors as at 30th November 2022.**

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0 BY ABSOLUTE MAJORITY

COMMITTEE RESOLUTION AC131/22

Moved: Cr Peter McCumstie

Seconded: Cr Keith Bedford

That Council moves out of Closed Council into Open Council.

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0

11 DATE OF NEXT MEETING

In accordance with regulation 14D of the Local Government (Administration) Regulations 1996 Council may approve the holding of any Ordinary or Special Council Meeting by electronic means (vis. telephone, video conference or other means of instantaneous communication).

Council cannot authorise more than half of its Council meetings, to be held electronically, in any rolling 12 months period.

COMMITTEE RESOLUTION AC132/22

Moved: Cr Geoff Haerewa

Seconded: Cr Pat Riley

That the next Audit Committee Meeting will be held on Thursday, 16 February 2023 at 4:00pm, as an “electronic means” Meeting. To meet the legislative requirements of the Meeting being open to members of the public, the meeting will be accessible to the public via the Derby Council Chamber, Clarendon Street, Derby.

In Favour: Crs Geoff Haerewa, Keith Bedford, Peter McCumstie, Pat Riley and Andrew Twaddle

Against: Nil

CARRIED 5/0

12 CLOSURE OF MEETING

The Presiding Member closed the meeting at 4:25pm.

These minutes were confirmed at a meeting on

16 February 2023
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Signed:



Presiding Person at the meeting at which these minutes were confirmed.

Date: 16 February 2023
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