



NARRABRI SHIRE COUNCIL RESOURCING STRATEGY 2013/14 - 2016/17

Consisting of:

- **LONG TERM FINANCIAL PLANNING**
- **WORKFORCE PLANNING**
- **ASSET MANAGEMENT PLANNING**

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Introduction from the General Manager

Narrabri Shire is home to approximately 14,000 people covering an area of over 13,000 square kilometre. It offers us, as residents, fantastic cultural, educational, recreational and entertainment amenities. There are modern cafés and restaurants as well as a state-of-the-art theatre complex bringing the latest movies and live performances to our community. A range of outdoor festivals are celebrated throughout the year. There are a wide assortment of social, cultural and sporting events to keep people of all ages and tastes regularly entertained. Narrabri Shire has a supportive and vibrant community atmosphere to which we all contribute.

In conjunction with the social aspects, Narrabri Shire encompasses a strong business community. The area has diversified from its traditional agricultural base of grain, cotton, wool, beef and prime lamb production to a broader resource sector. The retail sector in each town continues to strengthen and diversify. Council works hard to ensure that Narrabri Shire continues to look to the future across a range of industries.

The development of the long-term financial plan, workforce plan and asset management strategy and policy will assist Council in ensuring we have sufficient resources – time, money, assets and people – to actually carry out the long-term community aspirations you expressed in the Community Strategic Plan. We all want our Shire to continue to be a desirable place for residents and visitors.

Council does not have full responsibility for implementing or resourcing all the community aspirations identified in the Community Strategic Plan. This document outlines the provision of resources required to implement the strategies established by the Community Strategic Plan that Council is responsible for.

Council looks forward to working with all sections of the community to achieve our vision and strategic objectives, and make Narrabri Shire an even more attractive place to live, work and invest.



Pat White
General Manager, Narrabri Shire Council

What is Integrated Planning and Reporting?

In 2009 the NSW Government introduced a new planning and reporting framework for NSW Local Government. This was imbedded into the Local Government Act 1993. These reforms replace the former Management Plan and Social Plan with an integrated framework. It also includes a new requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy.

The components of the framework, and how they fit together are shown in the diagram below followed by an overview of each plan.



Local Government Planning and Reporting framework

Community Engagement Strategy

The new requirements call for a more comprehensive approach to consultation than the previous Management Plan, as they will result in the development of long-term plans that will significantly affect all members of the community. The framework is built on the principle that all members of the community have a right, and a responsibility, to contribute to their community's future. Council must prepare and implement a Community Engagement Strategy for engagement with the local community in developing and reviewing the Community Strategic Plan.

Community Strategic Plan

The Community Strategic Plan identifies the main priorities and aspirations for the future of the Local Government Area. The Community Strategic Plan has a minimum 10 year time frame and is the highest level document that Council will prepare.

Resourcing Strategy

The Resourcing Strategy outlines the resources available in terms of people, finances and assets. The Resourcing Strategy has three components:

Long-term Financial Plan

Council is required to develop a 10 year financial plan that outlines how it will structure its available financial resources to achieve the strategic objectives.

Workforce Plan

The Workforce Plan assists Council to have the right number of people who are appropriately skilled to assist in achieving the strategic objectives within Council's budget constraints.

Asset Management Strategy

The Asset Management Strategy sets the direction for Council to determine what level of service is required for the infrastructure and assets it has, or is to be developed, to meet the needs of the community.

Delivery Program

The Delivery Program outlines how Council will deliver the Community Strategic Plan's strategic objectives over the following four year period.

Operational Plan

The Operational Plan sets specific actions to be achieved within the next financial year. It is supported by an annual budget.

Annual Report

The Annual Report reflects and reports on Council strategic objectives, operations and performance for the financial year.

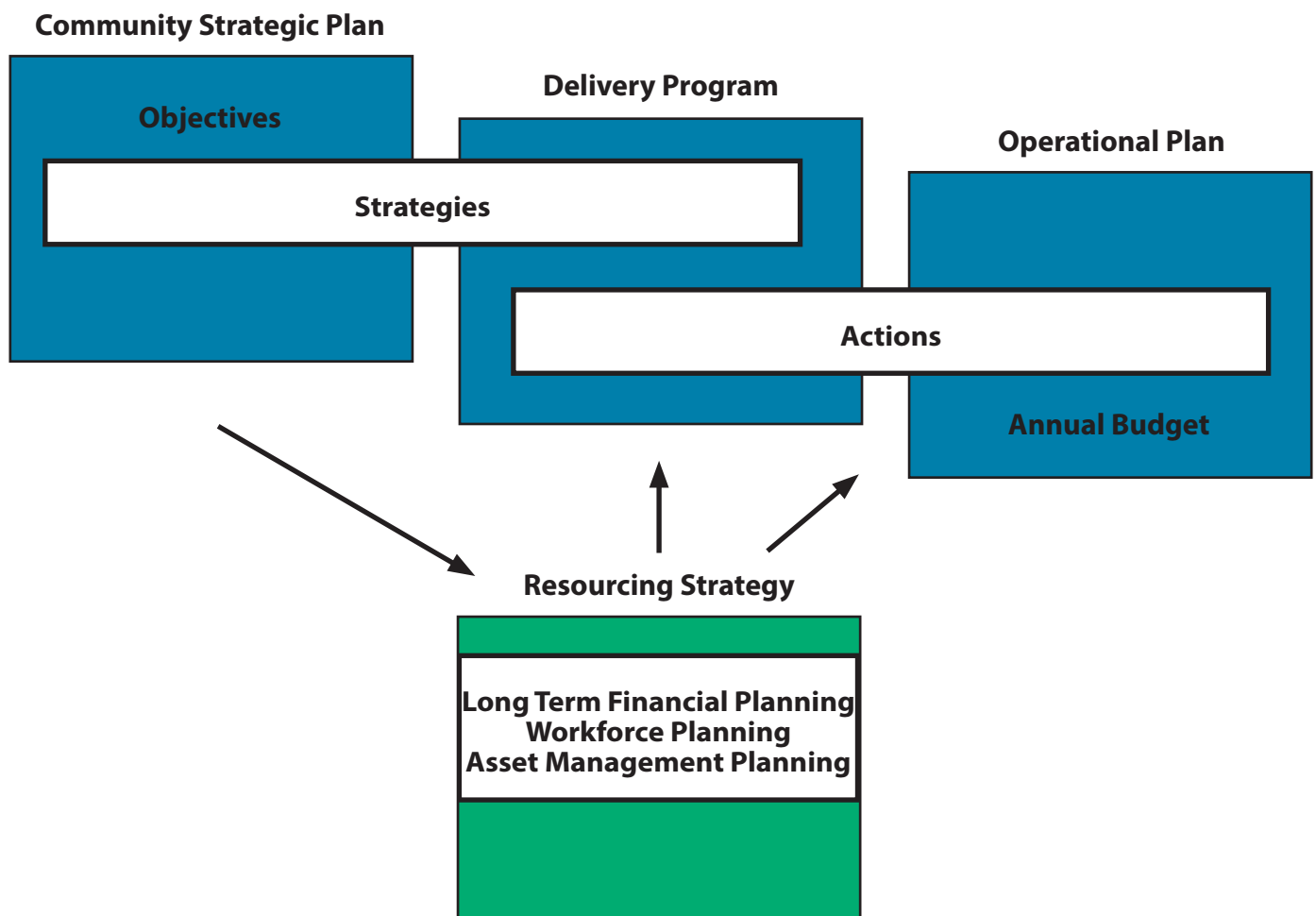
About the Resourcing Strategy

Following is a summary of the requirements of section 403 of the Local Government Act 1993:

- A council must have a long term resourcing strategy to achieve the objectives established by the Community Strategic Plan, for which the council is responsible.
- The strategy must include provision for long-term financial planning, workforce management planning and asset management planning.

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

The relationship between the Resourcing Strategy, Community Strategic Plan , Delivery Program and Operational Plan is demonstrated in the diagram below.



Long Term Financial Planning requirements

- Each council must prepare a Long Term Financial Plan.
- The Long Term Financial Plan must be used to inform decision making during the finalisation of the Community Strategic Plan and the development of the Delivery Program.
- The Long Term Financial Plan must be for a minimum of 10 years.
- The Long Term Financial Plan must be updated at least annually as part of the development of the Operational Plan.
- The Long Term Financial Plan must be reviewed in detail as part of the four yearly review of the Community Strategic Plan.
- The Long Term Financial Plan must include:
 - Projected income and expenditure, balance sheet and cash flow statement
 - Planning assumptions used to develop the Plan
 - Sensitivity analysis - highlights factors/assumptions most likely to affect the Plan
 - Financial modelling for different scenarios e.g. planned/optimistic/conservative
 - Methods of monitoring financial performance.

Workforce Planning requirements

- A Workforce Management Strategy must be developed to address the human resourcing requirements of a council's Delivery Program.
- The Workforce Management Strategy must be for a minimum timeframe of 4 years.

Asset Management Planning requirements

- Each council must account for and plan for all of the existing assets under its ownership, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program.
- Each council must prepare an Asset Management Strategy and Asset Management Plan/s to support the Community Strategic Plan and Delivery Program.
- The Asset Management Strategy and Plan/s must be for a minimum timeframe of 10 years.
- The Asset Management Strategy must include a council endorsed Asset Management Policy.
- The Asset Management Strategy must identify assets that are critical to the council's operations and outline risk management strategies for these assets.
- The Asset Management Strategy must include specific actions required to improve the council's asset management capability and projected resource requirements and timeframes.
- The Asset Management Plan/s must encompass all the assets under a council's control.
- The Asset Management Plan/s must identify asset service standards.
- The Asset Management Plan/s must contain long term projections of asset maintenance, rehabilitation and replacement costs.
- Councils must report on the condition of their assets in their annual financial statements in line with the Local Government Code of Accounting Practice and Financial Reporting.

Vision

Over the next decade, Narrabri Shire will cement a reputation for itself as a vibrant community, offering all the advantages of a regional lifestyle along with a wide range of activities to enjoy. We will make the most of the diversity of our economy, returning to the community the benefits of a busy agricultural sector and growing resources sector. In turn this will strengthen the ability of our Shire to offer a full range of services, including health, education and retail. This will make the area an even more attractive place to live and work.

“Narrabri Shire will be a strong and vibrant regional growth centre providing a quality living environment for the entire Shire community”

Ten Year Strategic Objectives

In line with Council’s vision, the following strategic objectives have been established for Narrabri Shire Council:

1. Narrabri Shire to be a regional centre
2. Airport to be of regional quality (similar to Newcastle)
3. Regional standard Narrabri CBD
4. Regional standard industrial land/parks developments
5. Established and sustainable investment program in place
6. Adequate health services to meet the needs of a regional centre
7. Expanded tertiary educational facilities (agriculture, education, business, mining and health)
8. Adequate accommodation available to meet demand (residential, community, industrial, aged and itinerant)
9. Regional standard infrastructure
10. Revenue and income growth strategy in place
11. Sustainable land use
12. Ensure a clean, green environment for the future
13. A safe place to live, work and experience the diversity of cultural activities
14. Ensure Council is compliant with statutory regulations
15. Proactively engage with the community

Community aspirations for the future

Extensive community consultation for the Community Strategic Plan was undertaken in May 2012. Council combined the vision and strategic objectives with the input received from the community. The Community Strategic Plan, Delivery program and Operational Plan are based on four central themes that emerged which captured the essence of the community’s view of the future of Narrabri Shire. They are as follows:

Theme 1: One community - Valuing the contributions that everyone can make

Our community believes strongly in the Council’s vision statement of an “entire Shire community”. Everyone has a contribution to make and everyone deserves to share in investments made by Council. Continuing efforts are needed to engage our young people and to involve the indigenous members of our community.

Theme 2: A sustainable environment - Respect for our whole living environment

The community is mindful that the whole of the environment needs to be considered to ensure that “a quality living environment for the entire Shire community” is achievable. Everyone can contribute whether living and working in towns or villages or in rural areas.

Theme 3: A place to thrive - A strong, diverse economy that attracts and retains businesses, services and tourists

The people of Narrabri Shire are very proud of the region in which they work and live. The community has a strong desire to see its Shire prosper. They want the Shire to be attractive as a destination for people to live, run businesses and visit.

Theme 4: Proactive leadership and advocacy - Managing for all and standing up for our Shire

Our community recognises that Council does not have complete control over every aspect of the Shire. Sometimes we need contributions from state and federal governments and agencies in order to make changes. However, the community does look to Council for strong leadership, clear communication, efficient support of development and a preparedness to meet commitments.

The themes, strategic objectives and associated strategies are outlined in more detail in the Narrabri Shire Community Strategic Plan towards 2023. The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out. The Resourcing Strategy is a critical link when it comes to translating strategic objectives into actions.

Councils do not have full responsibility for implementing or resourcing all the community aspirations identified in the Community Strategic Plan. Other stakeholders, such as state agencies, non-government organisations, community groups and individuals also have a role to play in delivering these outcomes. The Resourcing Strategy process provides an opportunity to quantify what Council's contributions might be.

Reporting on the Integrated Planning and Reporting framework

The General Manager reports quarterly to Council on the budget in the Operational Plan and every six months on the implementation of the Delivery Program. Council reports to the community each year on its progress in achieving the Delivery Program objectives. In the last year of Council's term of office, an end-of-term report is prepared as an additional section for the Annual Report, outlining progress in achieving the objectives of the Community Strategic Plan during its term in office.

The community will have a chance to revisit the Community Strategic Plan every four years when its new Council is elected. The Long Term Financial Plan must be reviewed in detail as part of the four yearly review of the Community Strategic Plan.

Councils must report on the condition of their assets in their annual financial statements in line with the Local Government Code of Accounting Practice and Financial Reporting.

Requirements under the Local Government Act 1993 for the Annual Report are provided below:

- The council must prepare an annual report within five months of the end of the financial year.
- The report will outline the council's achievements in implementing its Delivery Program.
- The annual report in the year of the ordinary election will also include an outline of achievements in implementing the Community Strategic Plan.
- The report must contain the council's audited financial reports and any information required by the Regulation or the Guidelines.
- The annual report in the year in which an ordinary election of councillors is held must include a state of the environment report relevant to the objectives for the environment established by the Community Strategic Plan.
- The Annual Report is one of the key accountability mechanisms between a council and its community. As such, it should be written and presented in a way that is appropriate for each council's community.

Contact Information

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LONG-TERM FINANCIAL PLAN 2013/14 - 2023/24 FORECAST

NARRABRI SHIRE COUNCIL
10 Year
Consolidated Summary Budget

STATEMENT OF FINANCIAL PERFORMANCE

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
EXPENSE FROM ORDINARY ACTIVITIES										
Employee Costs	(12,818,607)	(13,228,607)	(13,627,915)	(14,090,921)	(14,544,360)	(15,013,397)	(15,498,632)	(16,000,692)	(16,520,233)	(17,057,941)
Materials & Contracts	(12,876,435)	(13,283,989)	(13,382,029)	(13,806,645)	(14,300,402)	(14,811,965)	(15,282,646)	(15,768,598)	(16,270,330)	(16,788,367)
Borrowing Costs	(902,520)	(815,349)	(1,008,707)	(851,219)	(1,009,093)	(848,363)	(816,003)	(731,618)	(698,618)	(648,618)
Depreciation & Amortisation	(10,012,630)	(10,022,309)	(10,031,999)	(10,041,697)	(10,051,406)	(10,061,124)	(10,070,852)	(10,080,590)	(10,090,337)	(10,100,094)
Other Expenses	(4,685,906)	(4,850,646)	(4,977,801)	(5,152,901)	(5,334,210)	(5,521,948)	(5,716,347)	(5,917,644)	(6,126,087)	(6,341,933)
Loss from Disposal of Assets	(360,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Total Expenses from Ordinary Activities	(41,656,098)	(42,450,902)	(43,278,450)	(44,193,384)	(45,489,471)	(46,506,797)	(47,634,480)	(48,749,141)	(49,955,605)	(51,186,954)
REVENUE FROM ORDINARY ACTIVITIES										
Rates & Annual Charges	16,583,826	17,157,405	17,657,116	18,241,842	18,704,480	19,253,621	19,820,433	20,405,548	21,009,627	21,633,356
User Charges & Fees	4,520,374	4,678,980	4,827,716	4,981,331	5,139,995	5,303,879	5,471,524	5,644,608	5,823,315	6,007,833
Interest Received	851,340	870,441	890,409	910,545	931,565	952,766	974,934	997,298	1,020,686	1,044,286
Grants & Contributions - Operating	11,130,710	10,434,473	8,687,345	8,947,801	9,216,067	9,492,377	9,776,973	10,070,104	10,372,025	10,683,000
Other Operating Revenues	3,037,027	3,143,073	3,252,823	3,366,407	3,467,399	3,571,421	3,678,563	3,788,920	3,902,588	4,019,666
Profit from Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Revenues from Ordinary Activities	36,123,277	36,284,372	35,315,408	36,447,925	37,459,505	38,574,064	39,722,427	40,906,478	42,128,240	43,388,141
Surplus/ (Deficit) from Ordinary Activities before Capital Amounts	(5,532,821)	(6,166,530)	(7,963,042)	(7,745,459)	(8,029,966)	(7,932,733)	(7,912,052)	(7,842,663)	(7,827,365)	(7,798,813)
Grants & Contributions - Capital	7,464,000	8,064,000	1,919,920	1,939,119	1,958,510	1,978,095	1,997,876	2,017,855	2,038,034	2,058,414
Surplus/ (Deficit) from Ordinary Activities after Capital Amounts	1,931,179	1,897,470	(6,043,122)	(5,806,340)	(6,071,456)	(5,954,637)	(5,914,176)	(5,824,808)	(5,789,331)	(5,740,399)
CAPITAL										
Loan Movements										
New Loans Received	7,119,017	-	-	-	-	-	-	-	-	-
Loan Repayments Received	-	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017
Loan Principal Repaid	(4,057,672)	(1,282,600)	(927,216)	(1,366,614)	(1,213,281)	(1,072,663)	(872,665)	(647,050)	(690,050)	(408,886)
Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Net Loan Income/ (Expenditure)	3,061,345	(1,263,583)	(908,199)	(1,347,597)	(1,194,264)	(1,053,646)	(853,648)	(628,033)	(671,033)	(389,869)
Restricted Asset Movements										
Transfer From Restriction	5,751,223	800,025	753,069	706,001	660,368	159,249	108,233	55,076	(288)	(57,925)
Transfer To Restriction	(2,052,857)	(1,195,118)	(1,213,710)	(1,232,001)	(1,250,699)	(969,026)	(987,719)	(1,005,957)	(1,024,512)	(1,042,517)
Net Restricted Asset Income/ (Expenditure)	3,698,366	(395,093)	(460,641)	(526,000)	(590,332)	(809,776)	(879,486)	(950,881)	(1,024,800)	(1,100,442)
Asset Movements										
Asset Sales	855,000	710,000	710,000	710,000	710,000	410,000	410,000	410,000	410,000	410,000
Asset Purchases	(18,586,675)	(13,447,333)	(10,527,600)	(7,312,077)	(5,975,100)	(5,975,100)	(5,975,100)	(5,975,100)	(5,975,100)	(5,975,100)
Net Asset Income/ (Expenditure)	(17,731,675)	(12,737,333)	(9,817,600)	(6,602,077)	(5,265,100)	(5,565,100)	(5,565,100)	(5,565,100)	(5,565,100)	(5,565,100)
Surplus/ (Deficit) from Capital Movements	(10,971,964)	(14,396,009)	(11,186,440)	(8,475,674)	(7,049,696)	(7,428,522)	(7,298,234)	(7,144,014)	(7,260,933)	(7,055,411)

NARRABRI SHIRE COUNCIL
10 Year
Consolidated Summary Budget

STATEMENT OF CASH FLOWS

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
CASH FLOW FROM ORDINARY ACTIVITIES										
<u>Receipts</u>										
Rates and Annual Charges	16,583,826	17,157,405	17,657,116	18,241,842	18,704,480	19,253,621	19,820,433	20,405,548	21,009,627	21,633,356
User Charges & Fees	4,520,374	4,678,980	4,827,716	4,981,331	5,139,995	5,303,879	5,471,524	5,644,608	5,823,315	6,007,833
Interest Received	851,340	870,441	890,409	910,545	931,565	952,766	974,934	997,298	1,020,686	1,044,286
Grants and Contributions	11,130,710	10,434,473	8,687,345	8,947,801	9,216,067	9,492,377	9,776,973	10,070,104	10,372,025	10,683,000
Other Operating Receipts	3,037,027	3,143,073	3,252,823	3,366,407	3,467,399	3,571,421	3,678,563	3,788,920	3,902,588	4,019,666
<u>Payments</u>										
Employee Costs	(12,818,607)	(13,228,607)	(13,627,915)	(14,090,921)	(14,544,360)	(15,013,397)	(15,498,632)	(16,000,692)	(16,520,233)	(17,057,941)
Materials & Contracts	(12,876,435)	(13,283,989)	(13,382,029)	(13,806,645)	(14,300,402)	(14,811,965)	(15,282,646)	(15,768,598)	(16,270,330)	(16,788,367)
Interest Paid	(902,520)	(815,349)	(1,008,707)	(851,219)	(1,009,093)	(848,363)	(816,003)	(731,618)	(698,618)	(648,618)
Other Operating Payments	(4,685,906)	(4,850,646)	(4,977,801)	(5,152,901)	(5,334,210)	(5,521,948)	(5,716,347)	(5,917,644)	(6,126,087)	(6,341,933)
Net Cash Provided by (or used in) Operating Activities	4,839,809	4,105,780	2,318,957	2,546,239	2,271,440	2,378,391	2,408,800	2,487,927	2,512,972	2,551,281
CASH FLOWS FROM INVESTING ACTIVITIES										
<u>Receipts</u>										
Proceeds from Sale of Property, Plant & Equipment	555,000	410,000	410,000	410,000	410,000	410,000	410,000	410,000	410,000	410,000
Proceeds from Sale of Real Estate for Resale	300,000	300,000	300,000	300,000	300,000	-	-	-	-	-
<u>Payments</u>										
Purchase of Property, Plant & Equipment	(18,586,675)	(13,447,333)	(10,527,600)	(7,312,077)	(5,975,100)	(5,975,100)	(5,975,100)	(5,975,100)	(5,975,100)	(5,975,100)
Purchase of Real Estate for Resale	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(17,731,675)	(12,737,333)	(9,817,600)	(6,602,077)	(5,265,100)	(5,565,100)	(5,565,100)	(5,565,100)	(5,565,100)	(5,565,100)
CASH FLOWS FROM FINANCING ACTIVITIES										
<u>Receipts</u>										
Proceeds from Borrowings & Advances	7,119,017	-	-	-	-	-	-	-	-	-
Loan Repayments Received	-	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017
<u>Payments</u>										
Repayment of Borrowings & Advances	(4,057,672)	(1,282,600)	(927,216)	(1,366,614)	(1,213,281)	(1,072,663)	(872,665)	(647,050)	(690,050)	(408,886)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	3,061,345	(1,263,583)	(908,199)	(1,347,597)	(1,194,264)	(1,053,646)	(853,648)	(628,033)	(671,033)	(389,869)
Net Increase (Decrease) in Cash Held	(9,830,521)	(9,895,136)	(8,406,842)	(5,403,435)	(4,187,924)	(4,240,355)	(4,009,948)	(3,705,206)	(3,723,161)	(3,403,688)
Restricted Asset Movements										
Transfer From Restriction	5,751,223	800,025	753,069	706,001	660,368	159,249	108,233	55,076	(288)	(57,925)
Transfer To Restriction	(2,052,857)	(1,195,118)	(1,213,710)	(1,232,001)	(1,250,699)	(969,026)	(987,719)	(1,005,957)	(1,024,512)	(1,042,517)
Net Restricted Asset Income/ (Expenditure)	3,698,366	(395,093)	(460,641)	(526,000)	(590,332)	(809,776)	(879,486)	(950,881)	(1,024,800)	(1,100,442)
Net Increase (Decrease) in Cash Held after Restricted Movement	(6,132,155)	(10,290,229)	(8,867,483)	(5,929,436)	(4,778,256)	(5,050,131)	(4,889,434)	(4,656,087)	(4,747,961)	(4,504,130)

NARRABRI SHIRE COUNCIL
10 Year
General Fund Summary Budget

STATEMENT OF FINANCIAL PERFORMANCE

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
EXPENSE FROM ORDINARY ACTIVITIES										
Employee Costs	(11,959,911)	(12,318,708)	(12,663,632)	(13,068,868)	(13,460,934)	(13,864,762)	(14,280,705)	(14,709,127)	(15,150,400)	(15,604,912)
Materials & Contracts	(10,442,343)	(10,755,613)	(10,755,613)	(11,078,282)	(11,466,022)	(11,867,332)	(12,223,352)	(12,590,053)	(12,967,754)	(13,356,787)
Borrowing Costs	(861,436)	(782,720)	(984,666)	(835,757)	(1,003,000)	(849,745)	(817,385)	(733,000)	(700,000)	(650,000)
Depreciation & Amortisation	(9,282,775)	(9,292,058)	(9,301,350)	(9,310,651)	(9,319,962)	(9,329,282)	(9,338,611)	(9,347,950)	(9,357,298)	(9,366,655)
Other Expenses	(4,195,379)	(4,342,217)	(4,450,773)	(4,606,550)	(4,767,779)	(4,934,651)	(5,107,364)	(5,286,122)	(5,471,136)	(5,662,626)
Loss from Disposal of Assets	(227,926)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Total Expenses from Ordinary Activities	(36,969,770)	(37,691,317)	(38,356,034)	(39,100,108)	(40,217,697)	(41,045,773)	(41,967,418)	(42,866,251)	(43,846,588)	(44,840,980)
REVENUE FROM ORDINARY ACTIVITIES										
Rates & Annual Charges	13,066,338	13,484,461	13,821,572	14,236,220	14,520,944	14,883,967	15,256,067	15,637,468	16,028,405	16,429,115
User Charges & Fees	3,005,492	3,110,684	3,204,005	3,300,125	3,399,129	3,501,102	3,606,136	3,714,320	3,825,749	3,940,522
Interest Received	490,084	497,435	504,897	512,470	520,157	527,960	535,879	543,917	552,076	560,357
Grants & Contributions - Operating	11,066,360	10,368,351	8,619,401	8,877,983	9,144,323	9,418,653	9,701,212	9,992,248	10,292,016	10,600,776
Other Operating Revenues	2,987,027	3,091,573	3,199,778	3,311,770	3,411,123	3,513,457	3,618,861	3,727,427	3,839,249	3,954,427
Profit from Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Revenues from Ordinary Activities	30,615,301	30,552,504	29,349,653	30,238,568	30,995,676	31,845,139	32,718,154	33,615,380	34,537,496	35,485,197
Surplus/ (Deficit) from Ordinary Activities before Capital Amounts	(6,354,469)	(7,138,813)	(9,006,381)	(8,861,540)	(9,222,021)	(9,200,634)	(9,249,264)	(9,250,871)	(9,309,093)	(9,355,783)
Grants & Contributions - Capital	7,464,000	8,064,000	1,919,920	1,939,119	1,958,510	1,978,095	1,997,876	2,017,855	2,038,034	2,058,414
Surplus/ (Deficit) from Ordinary Activities after Capital Amounts	1,109,531	925,187	(7,086,461)	(6,922,421)	(7,263,510)	(7,222,538)	(7,251,387)	(7,233,015)	(7,271,059)	(7,297,369)
CAPITAL										
Loan Movements										
New Loans Received	7,100,000	-	-	-	-	-	-	-	-	-
Loan Repayments Received	-	-	-	-	-	-	-	-	-	-
Loan Principal Repaid	(3,819,499)	(1,148,441)	(784,952)	(1,216,570)	(1,051,197)	(1,053,779)	(853,781)	(628,166)	(671,166)	(390,002)
Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Net Loan Income/ (Expenditure)	3,280,501	(1,148,441)	(784,952)	(1,216,570)	(1,051,197)	(1,053,779)	(853,781)	(628,166)	(671,166)	(390,002)
Restricted Asset Movements										
Transfer From Restriction	5,452,055	710,000	710,000	710,000	710,000	410,000	410,000	410,000	410,000	410,000
Transfer To Restriction	(1,561,188)	(710,000)	(710,000)	(710,000)	(710,000)	(410,000)	(410,000)	(410,000)	(410,000)	(410,000)
Net Restricted Asset Income/ (Expenditure)	3,890,867	-	-	-	-	-	-	-	-	-
Asset Movements										
Asset Sales	855,000	710,000	710,000	710,000	710,000	410,000	410,000	410,000	410,000	410,000
Asset Purchases	(17,314,755)	(12,205,033)	(9,287,500)	(6,071,977)	(4,735,000)	(4,735,000)	(4,735,000)	(4,735,000)	(4,735,000)	(4,735,000)
Net Asset Income/ (Expenditure)	(16,459,755)	(11,495,033)	(8,577,500)	(5,361,977)	(4,025,000)	(4,325,000)	(4,325,000)	(4,325,000)	(4,325,000)	(4,325,000)
Surplus/ (Deficit) from Capital Movements	(9,288,387)	(12,643,474)	(9,362,452)	(6,578,547)	(5,076,197)	(5,378,779)	(5,178,781)	(4,953,166)	(4,996,166)	(4,715,002)

NARRABRI SHIRE COUNCIL
10 Year
General Fund Summary Budget

STATEMENT OF CASH FLOWS

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
CASH FLOW FROM ORDINARY ACTIVITIES										
<u>Receipts</u>										
Rates and Annual Charges	13,066,338	13,484,461	13,821,572	14,236,220	14,520,944	14,883,967	15,256,067	15,637,468	16,028,405	16,429,115
User Charges & Fees	3,005,492	3,110,684	3,204,005	3,300,125	3,399,129	3,501,102	3,606,136	3,714,320	3,825,749	3,940,522
Interest Received	490,084	497,435	504,897	512,470	520,157	527,960	535,879	543,917	552,076	560,357
Grants and Contributions	11,066,360	10,368,351	8,619,401	8,877,983	9,144,323	9,418,653	9,701,212	9,992,248	10,292,016	10,600,776
Other Operating Receipts	2,987,027	3,091,573	3,199,778	3,311,770	3,411,123	3,513,457	3,618,861	3,727,427	3,839,249	3,954,427
<u>Payments</u>										
Employee Costs	(11,959,911)	(12,318,708)	(12,663,632)	(13,068,868)	(13,460,934)	(13,864,762)	(14,280,705)	(14,709,127)	(15,150,400)	(15,604,912)
Materials & Contracts	(10,442,343)	(10,755,613)	(10,755,613)	(11,078,282)	(11,466,022)	(11,867,332)	(12,223,352)	(12,590,053)	(12,967,754)	(13,356,787)
Borrowing Costs	(861,436)	(782,720)	(984,666)	(835,757)	(1,003,000)	(849,745)	(817,385)	(733,000)	(700,000)	(650,000)
Other Operating Payments	(4,195,379)	(4,342,217)	(4,450,773)	(4,606,550)	(4,767,779)	(4,934,651)	(5,107,364)	(5,286,122)	(5,471,136)	(5,662,626)
Net Cash Provided by (or used in) Operating Activities	3,156,232	2,353,245	494,969	649,111	297,941	328,648	289,347	297,079	248,205	210,872
CASH FLOWS FROM INVESTING ACTIVITIES										
<u>Receipts</u>										
Proceeds from Sale of Property, Plant & Equipment	555,000	410,000	410,000	410,000	410,000	410,000	410,000	410,000	410,000	410,000
Proceeds from Sale of Real Estate for Resale	300,000	300,000	300,000	300,000	300,000					
<u>Payments</u>										
Purchase of Property, Plant & Equipment	(17,314,755)	(12,205,033)	(9,287,500)	(6,071,977)	(4,735,000)	(4,735,000)	(4,735,000)	(4,735,000)	(4,735,000)	(4,735,000)
Purchase of Real Estate for Resale	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(16,459,755)	(11,495,033)	(8,577,500)	(5,361,977)	(4,025,000)	(4,325,000)	(4,325,000)	(4,325,000)	(4,325,000)	(4,325,000)
CASH FLOWS FROM FINANCING ACTIVITIES										
<u>Receipts</u>										
Proceeds from Borrowings & Advances	7,100,000	-	-	-	-	-	-	-	-	-
Loan Repayments Received	-	-	-	-	-	-	-	-	-	-
<u>Payments</u>										
Repayment of Borrowings & Advances	(3,819,499)	(1,148,441)	(784,952)	(1,216,570)	(1,051,197)	(1,053,779)	(853,781)	(628,166)	(671,166)	(390,002)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	3,280,501	(1,148,441)	(784,952)	(1,216,570)	(1,051,197)	(1,053,779)				
Net Increase (Decrease) in Cash Held	(10,023,022)	(10,290,229)	(8,867,483)	(5,929,436)	(4,778,256)	(5,050,131)	(4,035,653)	(4,027,921)	(4,076,795)	(4,114,128)
Restricted Asset Movements										
Transfer From Restriction	5,452,055	710,000	710,000	710,000	710,000	410,000	410,000	410,000	410,000	410,000
Transfer To Restriction	(1,561,188)	(710,000)	(710,000)	(710,000)	(710,000)	(410,000)	(410,000)	(410,000)	(410,000)	(410,000)
Net Restricted Asset Income/ (Expenditure)	3,890,867	-	-	-	-	-	-	-	-	-
Net Increase (Decrease) in Cash Held after Restricted Movement	(6,132,155)	(10,290,229)	(8,867,483)	(5,929,436)	(4,778,256)	(5,050,131)	(4,035,653)	(4,027,921)	(4,076,795)	(4,114,128)

NARRABRI SHIRE COUNCIL
10 Year
Consolidated Water Summary Budget

STATEMENT OF FINANCIAL PERFORMANCE

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
EXPENSE FROM ORDINARY ACTIVITIES										
Employee Costs	(429,636)	(450,805)	(473,052)	(496,436)	(521,016)	(546,856)	(574,023)	(602,588)	(632,628)	(664,219)
Materials & Contracts	(1,184,201)	(1,227,572)	(1,272,616)	(1,319,400)	(1,367,996)	(1,418,478)	(1,470,922)	(1,525,409)	(1,582,022)	(1,640,850)
Borrowing Costs	(3,089)	897	1,382	1,382	1,382	1,382	1,382	1,382	1,382	1,382
Depreciation & Amortisation	(333,165)	(333,165)	(333,165)	(333,165)	(333,165)	(333,165)	(333,165)	(333,165)	(333,165)	(333,165)
Other Expenses	(439,027)	(454,354)	(470,249)	(486,734)	(503,832)	(521,568)	(539,968)	(559,056)	(578,862)	(599,414)
Loss from Disposal of Assets	(96,999)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Total Expenses from Ordinary Activities	(2,486,117)	(2,514,999)	(2,597,700)	(2,684,353)	(2,774,627)	(2,868,685)	(2,966,695)	(3,068,837)	(3,175,295)	(3,286,266)
REVENUE FROM ORDINARY ACTIVITIES										
Rates & Annual Charges	1,343,198	1,389,940	1,438,389	1,488,610	1,540,673	1,594,648	1,650,609	1,708,635	1,768,805	1,831,203
User Charges & Fees	1,333,162	1,377,490	1,423,364	1,470,843	1,519,984	1,570,851	1,623,506	1,678,018	1,734,456	1,792,892
Interest Received	264,275	272,705	281,776	290,784	300,437	310,027	320,334	330,580	341,585	352,533
Grants & Contributions - Operating	29,650	30,381	31,131	31,900	32,689	33,498	34,328	35,179	36,052	36,948
Other Operating Revenues	-	-	-	-	-	-	-	-	-	-
Profit from Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Total Revenues from Ordinary Activities	2,970,285	3,070,516	3,174,660	3,282,136	3,393,782	3,509,023	3,628,777	3,752,412	3,880,898	4,013,576
Surplus/ (Deficit) from Ordinary Activities before Capital Amounts	484,168	555,517	576,960	597,783	619,155	640,338	662,082	683,575	705,603	727,309
Grants & Contributions - Capital	-	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) from Ordinary Activities after Capital Amounts	484,168	555,517	576,960	597,783	619,155	640,338	662,082	683,575	705,603	727,309
CAPITAL										
Loan Movements										
New Loans Received	-	-	-	-	-	-	-	-	-	-
Loan Principal Repaid	(130,467)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)
Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Proceeds from Borrowings & Advances	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017
Net Loan Income/ (Expenditure)	(111,450)	133	133	133	133	133	133	133	133	133
Restricted Asset Movements										
Transfer From Restriction	332,412	68,703	63,651	61,120	58,446	55,589	52,539	49,284	45,811	42,109
Transfer To Restriction	(491,669)	(485,118)	(503,710)	(522,001)	(540,699)	(559,026)	(577,719)	(595,957)	(614,512)	(632,517)
Net Restricted Asset (Income)/ Expenditure	(159,257)	(416,415)	(440,058)	(460,881)	(482,253)	(503,436)	(525,180)	(546,673)	(568,701)	(590,407)
Asset Movements										
Asset Sales	-	-	-	-	-	-	-	-	-	-
Asset Purchases	(643,625)	(522,400)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)
Net Asset Income/ (Expenditure)	(643,625)	(522,400)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)
Surplus/ (Deficit) from Capital Movements	(914,332)	(938,682)	(960,125)	(980,948)	(1,002,320)	(1,023,503)	(1,045,247)	(1,066,740)	(1,088,768)	(1,110,474)

NARRABRI SHIRE COUNCIL
10 Year
Consolidated Water Summary Budget

STATEMENT OF CASH FLOWS

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
CASH FLOW FROM ORDINARY ACTIVITIES										
<u>Receipts</u>										
Rates and Annual Charges	1,343,198	1,389,940	1,438,389	1,488,610	1,540,673	1,594,648	1,650,609	1,708,635	1,768,805	1,831,203
User Charges & Fees	1,333,162	1,377,490	1,423,364	1,470,843	1,519,984	1,570,851	1,623,506	1,678,018	1,734,456	1,792,892
Interest Received	264,275	272,705	281,776	290,784	300,437	310,027	320,334	330,580	341,585	352,533
Grants and Contributions	29,650	30,381	31,131	31,900	32,689	33,498	34,328	35,179	36,052	36,948
Other Operating Receipts	-	-	-	-	-	-	-	-	-	-
<u>Payments</u>										
Employee Costs	(429,636)	(450,805)	(473,052)	(496,436)	(521,016)	(546,856)	(574,023)	(602,588)	(632,628)	(664,219)
Materials & Contracts	(1,184,201)	(1,227,572)	(1,272,616)	(1,319,400)	(1,367,996)	(1,418,478)	(1,470,922)	(1,525,409)	(1,582,022)	(1,640,850)
Borrowing Costs	(3,089)	897	1,382	1,382	1,382	1,382	1,382	1,382	1,382	1,382
Other Operating Payments	(439,027)	(454,354)	(470,249)	(486,734)	(503,832)	(521,568)	(539,968)	(559,056)	(578,862)	(599,414)
Net Cash Provided by (or used in) Operating Activities	914,332	938,682	960,125	980,948	1,002,320	1,023,503	1,045,247	1,066,740	1,088,768	1,110,474
CASH FLOWS FROM INVESTING ACTIVITIES										
<u>Receipts</u>										
Proceeds from Sale of Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Real Estate for Resale	-	-	-	-	-	-	-	-	-	-
<u>Payments</u>										
Purchase of Property, Plant & Equipment	(643,625)	(522,400)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)
Purchase of Real Estate for Resale	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	(643,625)	(522,400)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)	(520,200)
CASH FLOWS FROM FINANCING ACTIVITIES										
<u>Receipts</u>										
Proceeds from Borrowings & Advances	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017	19,017
<u>Payments</u>										
Repayment of Borrowings & Advances	(130,467)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)	(18,884)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	(111,450)	133	133	133	133	133	133	133	133	133
Net Increase (Decrease) in Cash Held	159,257	416,415	440,058	460,881	482,253	503,436	525,180	546,673	568,701	590,407
Restricted Asset Movements										
Transfer From Restriction	332,412	68,703	63,651	61,120	58,446	55,589	52,539	49,284	45,811	42,109
Transfer To Restriction	(491,669)	(485,118)	(503,710)	(522,001)	(540,699)	(559,026)	(577,719)	(595,957)	(614,512)	(632,517)
Net Restricted Asset (Income)/ Expenditure	(159,257)	(416,415)	(440,058)	(460,881)	(482,253)	(503,436)	(525,180)	(546,673)	(568,701)	(590,407)
Net Increase (Decrease) in Cash Held after Restricted Movement	-	-	-	-	(0)	-	-	-	-	-

10 Year Capital Program
2013/14

NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
STRATEGIC PROJECTS												
Nbri Pool Upgrade	6,500,000	6,042,510										
Cook Oval Upgrade		13,142										
BBRI Caravan Park Swimming Pool Upgrade	1,600,000	-	1,600,000									
Shannon Estate Costs	3,000,000	209,722										
Total Strategic Projects	11,100,000	6,265,374	1,600,000	-	-	-	-	-	-	-	-	-
CORPORATE												
Corporate												
Chamber Air Con Replacement	20,000	17,616										
Stage 2 Ext Ramp & Covered C/	135,000	135,000										
Total Corporate	155,000	152,616	-	-	-	-	-	-	-	-	-	-
Information Services												
Replace Wkgrp Printers	6,000	6,000										
Replace Server NSCNAMOI	10,000	10,000										
Replace Server NSCYARRIE	10,000	10,000										
Replace Server NSCNINGADOO	5,000	5,000										
Replace 20 Desktops	35,977	5,977										
Chambers Projector upgrade	5,000	3,400										
Replace Server Room A/c	2,032	-										
GIS Instruments	6,100	6,100										
Admin Bldg Wireless Network	25,000	22,335										
Email archiving software	10,000	10,000										
Deduplication software	2,276	2,276										
Councillor Tablets	5,006	5,006										
Workgroup Printers	6,000			6,000								
GIS Instruments	10,000			10,000								
Server consolidation Project	80,000			80,000								
Exponare Public	20,000			20,000								
Electronic Business Papers	30,000				30,000							
Total Information Services	268,391	86,094	-	116,000	30,000	-	-	-	-	-	-	-
Libraries												
WW Library Upgrade (Grant) Exp	723,000	700,000										
Bbri Library Paint & Carpets	5,276	5,276										
Laptop & Scanner	1,892	1,892										
Cut-Off Drain Library & Patching	40,000	10,000		30,000								
Loan Principal Repayment (Loan 145)	337,130	13,976	323,154									
Loan Principal Repayment (Loan 148)	282,021	35,082	37,636	40,756	43,798	47,152	50,769	26,828				
Total Libraries	1,389,319	766,226	360,790	70,756	43,798	47,152	50,769	26,828	-	-	-	-
Tourism												
Pilliga Wetlands Walk - Grant	35,000	31,750	2,000									
Wee Waa Lagoon	10,000	10,000										
Outside Verendah Upgrade	25,000				25,000							

10 Year Capital Program
2013/14

NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
Total Tourism	70,000	41,750	2,000	-	25,000	-	-	-	-	-	-	-
Cultural Centres												
External and Internal Repainting	100,000			50,000	50,000							
Refurbishment of Exhibition Room	350,000			175,000	175,000							
Generators for Backup Power Supply	40,000			40,000								
Replace Café Furniture	12,000			12,000								
Replace Carpet for Performers Dressing Rooms	10,000			10,000								
Solar Panels 90kw	150,000				150,000							
Internal & External Signage	55,000					55,000						
Rainwater Tanks for Toilets	25,000					25,000						
Additional Secure Storage	20,000						20,000					
Purchase Additional Events Lighting	40,000						40,000					
Install Motorised Blinds in Café & Riverside Room	25,000							25,000				
Install Intelligent & Mood Lighting for Auditorium	20,000								20,000			
Outdoor Movie Equipment	100,000					100,000						
Purchase Additional Events Furniture	10,000									10,000		
Loan Principal Repayment (Loan 146)	2,587,874	211,962	2,375,912									
Loan Principal Repayment (Loan 150)	435,000	145,000	145,000	145,000								
Total Cultural Centre	3,979,874	356,962	2,520,912	432,000	375,000	180,000	60,000	25,000	20,000	10,000	-	-
Public Halls												
Boggabri Tennis Club Electrical Rehab	10,000			10,000								
WW Tennis Club Disabled Access	2,500				2,500							
Loan Principal Repayment (Loan 142)	637,646	37,120	40,329	43,660	47,308	51,546	55,764	60,953	66,143	71,865	78,094	84,864
Total Public Halls	650,146	37,120	40,329	53,660	49,808	51,546	55,764	60,953	66,143	71,865	78,094	84,864
Housing												
48 Regent St A/C Replacement	5,255	5,255										
Units to be built	750,000	32,325	717,675									
136 Rose Street Wee Waa (Dr's Residence)	10,000			10,000								
34C George Street (DR's Residence)	10,000			10,000								
Airport Residence	10,000			10,000								
Loan Principal Repayment (Loan 143)	106,228	6,184	6,719	7,274	7,881	8,587	9,290	10,154	11,019	11,972	13,010	14,138
Loan Principal Repayment (Loan 151)	749,998	19,485	20,494	21,552	688,468							
Total Housing	1,641,481	63,249	744,888	58,826	696,349	8,587	9,290	10,154	11,019	11,972	13,010	14,138
Commercial Activities												
Boggabri Courthouse Upgrade	103,500			63,500	40,000							
Demolish Boggabri Courthouse Ext Toilets	3,000			3,000								
97 Cowper St Drainage Rehab	30,000				30,000							
Boggabri Urban Area Rooms Electrical Upgrade	10,000			10,000								
72 Gibbons St Carpet Replacement	5,000			5,000								
72 Gibbons St Replace Storage Shed	12,000				12,000							
Total Commercial Activities	163,500	-	-	81,500	82,000	-	-	-	-	-	-	-
REAL ESTATE												
Sale of Shannon Estate Land												

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NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
Loan Principal Repayment (Loan 147)	2,400,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000			
Total Real Estate	2,400,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	-	-	-
ANIMAL CONTROL												
Dog Pound Replacement - Nбри	40,000	38,613										
Dog Holding Facility - Bgbri	35,000	32,285										
Dog Holding Facility - WW	35,000	31,626										
Pound Fencing/Security Lights	20,000	17,500			35,000							
Capital Income Loan - Narrabri Pound												
Total Animal Control	130,000	120,024	-	-	35,000	-	-	-	-	-	-	-
SES												
SES SUB Vehicles	2,171	2,171										
SES Replace Airconditioning	7,500	7,485										
Total SES	9,671	9,656	-	-	-	-	-	-	-	-	-	-
RURAL FIRE SERVICE												
Deep Creek Station	9,680	9,680										
Myallvale Amenities & Rooms	75,000	75,000										
Fire Control Centre Upgrade	296,509	296,509										
Unknown at thisstage	100,000		100,000									
Total Rural Fire Service	481,189	381,189	100,000	-	-	-	-	-	-	-	-	-
CEMETERIES												
Replacement Section - Row Sign	13,280	13,280										
Bellata Cemetery - Ash Internment	15,000			15,000								
Narrabri Cemetery - New Section Development	50,000			50,000								
Total Cemeteries	78,280	13,280	-	65,000	-	-	-	-	-	-	-	-
WASTE SERVICES												
Nбри Lined Waste Cell New	511,470	111,470										
Electrical Supply to Site	150,000	103,678										
Vacuum Unit	30,000	-	30,000									
Liquid Trade Waste	100,000	100,000										
Narrabri Tree Buffers/Screens	10,000				10,000							
WW Seal Transfer Station access Road	30,000			30,000								
Narrabri Staff Amenities Building	50,000		50,000									
Narrabri Weighbridge & Gatehouse	150,000		150,000									
Waste Data Collection Software	20,000		20,000									
Transfer Station Gates and Fences	40,000		40,000									
Edgeroi Fencing	10,000		10,000									
Wee Waa Fencing	10,000		10,000									
Bellata Concrete Pad	6,880		6,880									
Transfer Station Recycling Facilities	24,000		24,000									
Extension of Current Cells and Landfill Area	200,000		200,000									
Narrabri Internal Entry/Exit Roadworks	100,000		100,000									

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NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
Narrabri Design/Investigation/Planning	30,000			30,000								
Total Waste Services	1,472,350	315,148	640,880	60,000	10,000	-	-	-	-	-	-	-
PARKS & GARDENS												
Boggabri Parks												
Vickery Pk Replace Play Equip	25,000	15,000		10,000								
CBD Irrigation System	18,000			18,000								
Vickery Pk Tables & Chairs	4,000			4,000								
Total Boggabri Parks	47,000	15,000	-	32,000	-	-	-	-	-	-	-	-
Narrabri (Town) Parks												
Land Buy Toilet Block Adj RUDD	21,000	21,000										
CPTIGS Bus Stop Collins/Gibbon	5,305	5,305										
CPTIGS Bus Stop Dangar/Cameron	5,309	5,309										
CPTIGS Bus Stop Signage (25)	25,000	25,000										
Nbri CBD Master Plan	59,928	59,928										
Collins Pk - Playground Fence	1,302	1,302										
Collins Pk Canteen install Fan	5,000	5,000										
Creek Irrigation Pump Well	80,000	69,000			80,000							
Bowen/Dewhurst St Garden Bed	10,000			10,000								
Renew/Relocate Collins Park Work Shed to Depot	50,000			50,000								
Tree Establishment - Killarney Street	20,000			10,000	10,000							
Install Roundabout at Doyle & Barwan Streets	200,000			200,000								
Total Narrabri (Town) Parks	482,844	191,844	-	270,000	90,000	-	-	-	-	-	-	-
NARRABRI (WEST) PARKS												
Cooma Oval Amenities Refurb S2	17,065	17,065										
Cooma Oval Amenities Upgrade	18,022	18,022										
Narrabri Lake Management Plan												
Nri Lake PoM Implementation		31,619										
Entry Roundabout Landscaping		-										
Netball/B'ball Seal & Mark	200,000	150,000										
Remote Supervision Signage	15,000			15,000								
Total Narrabri (West) Parks	250,087	216,706	-	15,000	-	-	-	-	-	-	-	-
WEE WAA PARKS												
Wee Waa Lagoon Boat Ramp	15,500	15,500										
Dangar Park Shelter, Tables, Chairs & Fencing	15,000			15,000								
Dangar Park Fencing between Playground & George Street	2,000			2,000								
Refurbish Old Dressing Shed at Cook Oval	10,000			10,000								
Ludiwici Park 2 x Shelter, Table & Chairs	30,000			30,000								
Wee Waa CBD Seating	10,000			5,000	5,000							
Concrete Septic Tank	11,000	11,000										
Total Wee Waa Parks	93,500	26,500	-	62,000	5,000	-	-	-	-	-	-	-

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NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
VILLAGES PARKS												
Demolition of Old Toilets & Storage Shed at Oval (Bellata)	3,000			3,000								
Demolish Park/Disposal of Land (Baan Baa)												
Disposal of Playground and Park	2,000			2,000								
Total Village Parks	5,000	-	-	5,000	-	-	-	-	-	-	-	-
NOXIOUS WEEDS												
Boat Motor & Items - Grant	5,600	5,600										
Total Noxious Weeds	5,600	5,600	-	-	-	-	-	-	-	-	-	-
SALEYARDS												
Drafting pen with catwalk	25,000	25,000										
Grant Co-contribution to Ramp	12,000		12,000									
Upgrade Effluent Control Box	6,000		6,000									
Ramp No 3 Pedestrian Access	6,200		6,200									
Walkway Kick and Knee Rails	4,000		4,000									
New Draft Facilities	44,000		44,000									
Upgrade Weighbridge Draft	52,000			52,000								
Mouthing Facility Upgrade	5,000			5,000								
Increase Floodlighting	76,000			76,000								
Safety Signage	3,000		3,000									
Water Trough to Paddock	2,500			2,500								
Control Access to Yards	6,000			6,000								
Loan Principal Repayment (Loan 143)	431,639	25,127	27,300	29,555	32,024	34,893	37,748	41,261	44,774	48,647	52,864	57,446
Total Saleyards	673,339	50,127	102,500	171,055	32,024	34,893	37,748	41,261	44,774	48,647	52,864	57,446
CARAVAN PARKS												
Coin operated washing machine	2,000	2,000										
Narrabri Disabled Ablutions Facility	30,000		17,500									
Narrabri Electrical Upgrade	25,000		15,000									
Loan Principal Repayment (Loan 142)	165,031	9,607	10,438	11,300	12,244	13,341	14,432	15,775	17,119	18,599	20,212	21,964
Total Caravan Parks	222,031	11,607	42,938	11,300	12,244	13,341	14,432	15,775	17,119	18,599	20,212	21,964
SWIMMING POOLS												
BOGGABRI POOL												
Repair & Paint Toddler & Main Pools	8,000			8,000								
Electrical Repairs	8,500			8,500								
Replace Asbestos Sheeting	6,500			6,500								
Replace Starting Blocks	1,000			1,000								
Total Boggabri Pool	24,000	-	-	24,000	-	-	-	-	-	-	-	-
NARRABRI POOL												
Wheelchair Lift	20,000	19,481										
Replacement of 50 metre Pool	1,500,000				1,500,000							
Loan Principal Repayment (Loan 153)	5,000,000	129,904	136,629	143,678	4,589,789							

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NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
Total Narrabri Pool	6,520,000	149,385	136,629	143,678	6,089,789	-	-	-	-	-	-	-
WEE WAA POOL												
WW Pool - Filtration Sys Repla	100,000	106,751										
WW Pool - Replace pool stairs	1,688	-										
WW Pool - Perimeter Fence Ext	8,310	-										
WW Pool - Repair & Paint Main Pool	6,000			6,000								
Total Wee Waa Pool	115,998	106,751	-	6,000	-	-	-	-	-	-	-	-
AIRPORTS												
Runway 18/36 Line Marking	30,000	30,000										
Implement Airport Master Plan	1,530,000	1,530,000										
Nbri Aerodrome Apron Upgrade	1,000,000		1,000,000									
Nbri Aero Terminal Upgrade	1,500,000		1,500,000									
Nbri Aero Runway Upgrade	2,500,000		2,500,000									
Interim Structural Repairs to Terminal	30,000				30,000							
Loan Principal Repayment (Loan 152)	1,500,000	38,971	40,989	43,103	1,376,937							
Total Airports	8,090,000	1,598,971	5,040,989	43,103	1,406,937	-	-	-	-	-	-	-
DEPOTS												
Emulsion Tank		-										
Nbri Depot - Fill/Seal Carpark	75,000	75,000										
Nbri Dpt - Emulsion Tank	115,000	115,704										
Nbri Depot Improvements	120,000				30,000	30,000	30,000					
Nbri Dpt - Move Pressure Cleaner	30,000			30,000								
Nbri Dpt -Shed Gardens	50,000			50,000								
Loan Principal Repayment (Loan 145)	244,128	10,120	234,008									
Loan Principal Repayment (Loan 149)	905,886	112,687	120,891	130,913	140,684	151,458	163,077	86,176				
Total Depots	1,540,014	313,511	354,899	210,913	170,684	181,458	193,077	86,176	-	-	-	-
ENGINEERING SUPPORT												
DESIGN SERVICES												
Stolen Traffic Counter	3,400	3,400										
Survey Equipment Purchase	50,000	48,793										
Total Design Services	53,400	52,193	-	-	-	-	-	-	-	-	-	-
FLEET SERVICES												
Sign Truck	95,000	92,751										
Major Plant Replacements	176,292	33,900										
Major Plant Replacements	172,137	248,220										
Medium Plant Replacements	100,000	44,506										
Leaseback Vehicle Replacements	585,756	167,800										
Operational Vehicle Replacements	1,018	3,522										
Weeds Vehicle	100,000	114,273										
Road Sweeper	350,000	350,000										
Leaseback Vehicle Replacements	1,270,000	115,048										
Operational Vehicle Replacements	285,000	285,000										

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NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
Small Plant Replacements	29,422	16,833										
Jetpatcher	400,000	352,466										
2 Mowers P&G	100,000	105,210										
Leaseback Vehicle Replacements	600,000		600,000									
Operational Vehicle Replacements	250,000		250,000									
Small Plant Replacements	40,000		40,000									
Plant# 363, 372, 373, 379	160,000		160,000									
Sucker Truck	200,000		200,000									
Tractor for Grids	250,000			250,000								
Grid Roller	130,000			130,000								
Graders #3101 & 3111	800,000		800,000									
6" Pump	70,000		70,000									
Trailers	35,000		35,000									
Zipper	16,000		160,000									
Tracscavator for Narrabri Tip	220,000		220,000									
2 x Zero Turn Mowers	100,000		100,000									
Total Fleet Services	6,535,625	1,929,529	2,635,000	380,000	-	-	-	-	-	-	-	-
REGIONAL ROADS WEST												
MR133 Rehab 1.5km	180,000	-		180,000								
MR127 Pilliga Rd Rehab R2R/RTA	1,053,111	1,053,111										
Regional Roads Repair Grant	800,000			800,000								
MR 329 - Cypress Way, Baradine Creek Bridge	145,000			145,000								
MR 327 - Rangari Road, Barney's Spring Creek Bridge	40,000				40,000							
Various Reseals	150,000		150,000									
Total Regional Roads West	2,368,111	1,053,111	150,000	1,125,000	40,000	-	-	-	-	-	-	-
SHIRE ROADS EAST												
SHIRE ROADS EAST-SEALED												
Rd curve advance warning signs	25,000	10,000		15,000								
SR 3 Rehab 0.191 - 12.24 km	24,655	-										
Seal Bellata Lane behind hotel	3,657	-										
Seal Edgeroi shop nth 50x20	4,744	-										
Reseal SR8 - Airport Rd	100,000		100,000									
Reseal SR19 - Maules Ck Rd	150,000		150,000									
SR 6 - Eulah Creek Rd, Eulah Creek Bridge	126,000			126,000								
SR 17 - Old Narrabri Rd, Tullamullen Bridge	243,000			243,000								
SR 11 - Harparary Rd, Namoi River, Harparary Bridge (urgent repairs)	160,000				50,000							
Replace Harparary Bridge & Associated Roadworks (VPA Boggabri Coal)	4,300,000			4,300,000								
Upgrade of Therribri Road and replacement of Tarrioro Bridge (VPA - Maules Creek)	6,000,000		3,000,000	1,500,000	1,500,000							
Seal 4.1km of Manilla Rd & associated works in mining precinct (VPA Turrawonga)	1,400,000		1,000,000	400,000								
Various Shire Road Reseals	850,000		263,000	400,000								
Total Shire Roads East - Sealed	13,387,056	10,000	4,513,000	6,984,000	1,550,000	-	-	-	-	-	-	-

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NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
SHIRE ROADS EAST-UNSEALED												
SR54 Stoney Ck Rd Upgrade	37,782	37,872										
SR143 - Carinya Rd - Acquisition		15,391										
SR18 - Wave Hill Rd - Construct & Seal end of seal to Boral Quarry	750,000		750,000									
Total Shire Roads East - Unsealed	787,782	53,263	750,000	-	-	-	-	-	-	-	-	-
SHIRE ROADS EAST STORMWATER												
C/way f/way signposting	25,000	25,000										
Total Shire Roads East - Stormwater	25,000	25,000	-	-	-	-	-	-	-	-	-	-
SHIRE ROADS WEST - SEALED												
Rd curve advance warning signs	25,000	10,000		15,000								
SR 46 Seal 5.5km EOSeal RTR	1,062,531	1,062,531										
R2R -Yarrie Lake Road Kiandool -Smiths	721,000	721,000										
Reseal SR4 (SR44 to SR103)	250,000		250,000									
Reseal SR4 (last 2km of seal)	50,000		50,000									
Reseal SR29 - Yarrie Lake Rd	100,000		100,000									
Realignment of Trucking Yards Lane	800,000				800,000							
Total Shire Roads West - Sealed	3,008,531	1,793,531	400,000	15,000	800,000	-	-	-	-	-	-	-
SHIRE ROADS WEST - UNSEALED												
CPTIGS Bus Shelter Pilliga	43,000	43,000										
SR103 Rehab Roma Lne RTR	10,990	10,990										
SR9 Bit Seal C/ways 5.7km	17,000	1,902										
SR9 Bit Seal C/ways 11.0km	17,000	-										
SR9 Bit Seal C/ways 48km	19,000	-										
SR64 Bit SI C/ws 3.6k Cotton L	15,000	-										
SR1/SR107 Culvert Inst	15,000	6,415										
Spongs Lane Reconstruction	290,000		300,000									
Total Shire Roads West - Unsealed	426,990	62,307	300,000	-	-	-	-	-	-	-	-	-
SHIRE ROADS WEST - BRIDGES												
SR29 Bohena Ck Causeway	15,502	-										
Total Shire Roads West - Bridges	15,502	-	-	-	-	-	-	-	-	-	-	-
SHIRE ROADS WEST - STORMWATER												
C/way f/way signposting west	25,000	10,000		15,000								
Total Shire Roads West - Stormwater	25,000	10,000	-	15,000	-	-	-	-	-	-	-	-
URBAN STREETS												
BOGGABRI STREETS SEALED												
Boggabri Streets Reseals	50,000		50,000									
Lyn Stree Drainage betweenBurton & Boston Streets	48,500		48,500									

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NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
Total Boggabri Streets - Sealed	98,500	-	98,500	-	-	-	-	-	-	-	-	-
NARRABRI STREETS SEALED												
CPTIGS Kogil St Bus Shelter	12,010	12,010										
Violet/Tibbereena Traffic Facility		24,833										
Francis St Ext (saleyards end)	34,279	41,263										
Yarrie Lake Rd Subdivison	38,143	38,143										
Upgrade Reid & Dewhurst Intersection Stormwater System (Narrabri)	480,000			480,000								
Stormwater Drainage/Realignment at Maitland & Namoi Streets, Narrabri	150,000			150,000								
Various Town Stree Intersection Upgrades including removal of traffic domes	100,000		100,000									
K&G Replacement Program (priorities to come from condition rating)	3,550,000			600,000	600,000	400,000	400,000	250,000	250,000	250,000	250,000	250,000
Drainage Wee Waa Rd, Francis-Newell	630,000				630,000							
Doyle Street, Horse Arm Creek Bridge	185,000			185,000								
Narrabri Street Reseals	150,000		150,000									
Total Narrabri Streets - Sealed	5,329,432	116,249	250,000	1,415,000	1,230,000	400,000	400,000	250,000	250,000	250,000	250,000	250,000
WEE WAA STREETS SEALED												
Drain Charles - Boundary	55,000	3,319		51,681								
Wee Waa Streets Reseals	50,000		50,000									
Total Wee Waa Streets - Sealed	105,000	3,319	50,000	51,681	-	-	-	-	-	-	-	-
WEE WAA STREETS STORMWATER												
Rost St Ext Drain Rpr Wst End	8,000	-			8,000							
Total Wee Waa Streets - Stormwater	8,000	-	-	-	8,000	-	-	-	-	-	-	-
BELLATA WATER												
Bel Security of Supply Upgrade	24,000	24,000										
Bellata Replace Bore Shed	10,000	-	10,000									
Upgrade Telemetry	60,000	30,000	27,625									
Replace Water Tank	30,000	-	30,000									
Bellata Bore Fence	6,000	-	6,000									
Total Bellata Water	130,000	54,000	73,625	-	-	-	-	-	-	-	-	-
BOGGABRI WATER												
Connections	500	500										
Bbri Water Connections	-	8,355										

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NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
Upgrade Telemetry	60,000	30,000	45,000									
Various Renewals	60,500	-	150,000									
Internal Loan Income from Gwabegar Water												
Internal Loan Income from Pilliga Water												
Total Boggabri Water	121,000	38,855	195,000	-	-	-	-	-	-	-	-	-
GWABEGAR WATER												
GWB Wtr Security Supply Upgrad	-	-										
Upgrade Telemetry	30,000	15,000	25,000									
Replace Reservoir & deck	30,000	30,000										
Internal Loan Principal Repayment - Bgbri Water	15,487	1,503	1,610	1,725	1,847	1,979	2,120	2,271	2,432			
Internal Loan Principal Repayment - Nbri Water	78,627	7,630	8,173	8,755	9,379	10,047	10,763	11,530	12,350			
Internal Loan Principal Repayment - WW Water	25,017	2,428	2,601	2,785	2,984	3,197	3,424	3,668	3,930			
Total Gwabegar Water	179,131	56,561	37,384	13,265	14,210	15,223	16,307	17,469	18,712	-	-	-
NARRABRI WATER												
Purchase Polywelder	4,555	4,555										
Elizabeth St Bore Renewal	567,867	567,867										
Nbri Electrical upgrades & VSD	80,000	80,000										
Decom Dual Main Clark St	250,000	-										
Narrabri Water Renewals	165,000	-										
Upgrade Telemetry	150,000	75,000	150,000									
Cyber lock	15,000	-										
VS Drive Tibbereena St Bore	26,000	26,000										
Treatment Plant Planning	70,000	70,000										
Various Connections	20,000	20,000										
Treatment Plant Consultation	50,000	50,000										
Asbestos Mains Replacement	100,000		100,000									
Internal Loan Income from Gwabegar Water												
Internal Loan Income from Pilliga Water												
Total Narrabri Water	1,498,422	893,422	250,000	-	-	-	-	-	-	-	-	-
PILLIGA WATER												
Pilliga Reservoir replacement	-	30,000										
Pil Security of Supply Install		-										
Treatment Plant Planning	30,000	-										
Replace Reservoir	30,000	30,000										
Various Renewals	15,000	-										
Pil Security of Supply Install	30,000	-										
Telemetry Upgrade	25,000		25,000									
Internal Loan Principal Repayment - Bgbri Water	8,297	805	862	924	990	1,060	1,136	1,217	1,303			
Internal Loan Principal Repayment - Nbri Water	42,124	4,087	4,379	4,690	5,025	5,382	5,765	6,177	6,619			
Internal Loan Principal Repayment - WW Water	13,383	1,301	1,393	1,492	1,579	1,713	1,835	1,965	2,105			

10 Year Capital Program
2013/14

NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
Total Pilliga Water	193,804	66,193	31,634	7,106	7,594	8,155	8,736	9,359	10,027	-	-	-
WEE WAA WATER												
Wee Waa Library relocate connection	-	1,119										
Mains Renewal - Gabo PI WW	-	3,700										
Mains Renewal - Empire PI WW	-	3,700										
Upgrade Telemetry	120,000	60,000	75,000									
Various Renewals	50,000	-										
Cyber locks	5,000	-										
Various Connections	15,000	-										
Internal Loan Income from Gwabegar Water												
Internal Loan Income from Pilliga Water												
Total Wee Waa Water	190,000	68,519	75,000	-	-	-	-	-	-	-	-	-
BOGGABRI SEWER												
Connections	5,268	5,268										
Upgrade Telemetry	86,525	45,000	41,525									
Various Renewals	176,700	-										
Cyber locks		-										
Total Boggabri Sewer	268,493	50,268	41,525	-	-	-	-	-	-	-	-	-
NARRABRI SEWER												
Nbri Swr Pump Station Ctl Cabi	122,737	120,000										
Walowa renewal	15,000	15,000										
Upgrade 5 PS Cabinets	100,000	100,000										
Upgrade Telemetry	300,000	150,000	166,570									
Various Renewals												
Cyber lock conversion	20,000	-										
Drs Ck PS inc well capacity	50,000	-										
Upgrade Regent St, Golf Club, Hind St & Elizabeth St SPS Electrical Cabinets	75,000		75,000									
Loan Principal Repayment (Loan 123)	722,140	100,618	107,706	115,277	123,380	131,959	143,199					
Total Narrabri Sewer	1,404,877	485,618	349,276	115,277	123,380	131,959	143,199	-	-	-	-	-
WEE WAA SEWER												
Upgrade Telemetry	150,000	75,000	100,400									
Various Renewals												
Cyber lock	20,000	-										
New Pump Station Sprays	30,000	32,727										
Vacuum Unit	75,000	75,000										
Investigate Replacement of Sewer Main East Charles Street	2,000		2,000									
Total Wee Waa Sewer	277,000	182,727	102,400	-	-	-	-	-	-	-	-	-

10 Year Capital Program
2013/14

NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
BOGGABRI SEWER TREATMENT WORKS												
Various Renewals	20,000	-										
Upgrade Telemetry - Boggabri Treatment Works	20,000		20,000									
Upgrade Sand Drying Beds - Boggabri Treatment Works	5,000		5,000									
Total Boggabri Sewer Treatment Works	45,000	-	25,000	-	-	-	-	-	-	-	-	-
NARRABRI SEWER TREATMENT WORKS												
Magflow Installation	11,760	11,760										
Nbri T/Wks New Pump Stn	-	-										
Relocate Saleyards discharge p	15,000	15,000										
Various renewals	60,000	-										
Access Rd upgrade	30,000	30,000										
Cyber locks	2,000	-										
Drum Screen & Screw Replacement - Narrabri Treatment Works	20,000		20,000									
Telemetry Upgrade - Narrabri Treatment Works	34,900		34,900									
Total Narrabri Sewer Treatment Works	173,660	56,760	54,900	-	-	-	-	-	-	-	-	-
WEE WAA SEWER TREATMENT WORKS												
Various Renewals	50,000	-										
New Mixer	15,000	15,000										
New Pump Well	35,000	35,000										
Cyber locks	2,000	-										
WW TW Pump Station	120,000	120,000										
Upgrade Telemetry - Wee Waa Treatment Works	30,400		30,400									
Replace STW No1 Wall	120,000		120,000									
Total Wee Waa Sewer Treatment Works	372,400	170,000	150,400	-	-	-	-	-	-	-	-	-
FED FARM SEWER TREATMENT WORKS												
Various Renewals	20,600											
Upgrade Telemetry - Federation Farm	12,500		12,500									
Total Fed Farm Sewer Treatment Works	33,100	-	12,500	-	-	-	-	-	-	-	-	-
	79,119,430	18,826,115	22,532,898	12,353,120	13,226,817	1,372,314	1,289,322	842,975	737,794	411,083	414,180	428,412
New												
PLANT & EQUIPOMENT	2,067,600	604,820	705,000	456,000	150,000	155,000	40,000	25,000	20,000	10,000	-	-
LAND & BUILDINGS	23,240,666	3,216,981	7,445,817	891,520	7,128,759	485,045	492,367	396,330	311,019	11,972	13,010	14,138
ROADS, BRIDGES & FOOTPATHS	3,290,854	1,899,406	1,098,500	251,681	-	-	-	-	-	-	-	-
WATER & SEWER	733,083	534,165	6,000	-	-	-	-	-	-	-	-	-
OTHER	5,596,044	542,860	3,929,380	334,055	202,024	34,893	37,748	41,261	44,774	48,647	52,864	57,446
Total	34,928,247	6,798,232	13,184,697	1,933,256	7,480,783	674,938	570,115	462,591	375,793	70,619	65,874	71,584

10 Year Capital Program
2013/14

NARRABRI SHIRE COUNCIL												
Job Description	Original Estimate	2012/13 Revised Budget	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/22	2022/23
RENEWALS												
PLANT & EQUIPOMENT	5,195,525	1,510,734	1,950,000	50,500	-	-	-	-	-	-	-	-
LAND & BUILDINGS	3,896,635	1,508,359	526,557	553,716	472,850	142,039	150,965	103,556	83,262	90,464	98,306	106,828
ROADS, BRIDGES & FOOTPATHS	22,439,040	1,156,973	5,413,000	9,554,000	3,628,000	400,000	400,000	250,000	250,000	250,000	250,000	250,000
WATER & SEWER	4,153,804	1,588,758	1,392,644	135,648	145,184	155,337	168,242	26,828	28,739	-	-	-
OTHER	8,506,179	6,263,059	66,000	126,000	1,500,000	-	-	-	-	-	-	-
Total	44,191,183	12,027,883	9,348,201	10,419,864	5,746,034	697,376	719,207	380,384	362,001	340,464	348,306	356,828
Total	79,119,430	18,826,115	22,532,898	12,353,120	13,226,817	1,372,314	1,289,322	842,975	737,794	411,083	414,180	428,412



WORKFORCE PLAN 2013/14 - 2016/17

Planting the Seeds of Growth

Overview

What is the Workforce Plan and where does it fit?

This strategy describes how the human resources function works across council to enable the organisation to have a capable and adaptable workforce in order to deliver outcomes to the community, and achieve our organisational objectives as described in council's community strategic plan.

How is the strategy used?

The Workforce Plan is a medium term planning tool that forms part of the strategic planning framework. It is the primary reference for program and budget planning, workforce planning and development, and section plans to enable them to achieve council objectives.

Council's workforce planning and reporting cycle acts to review and monitor the resourcing strategy on a quarterly and annual basis to enable organisational flexibility and adjustment where necessary. This will also better align organisational priorities and quality of planning.

What are our Human Resource objectives?

Council's human resource objectives are to "plant the seeds of growth" in the right way to meet the needs of our community. We will do this by being capable and adaptable so that we can be responsive to the community needs.

How will we achieve our objectives?

We will achieve our objectives together through workforce planning, forecasting, monitoring and reporting of section specific strategies to enable Council to achieve its community strategic plan.

What are the benefits of having a resourcing strategy?

Council's Workforce Plan has been developed with consideration of the external and internal environment. It provides future direction and objectives for our workforce.

The Workforce Plan feeds program and budget planning, workforce planning and development, and section plans.

This allows sections to use workforce planning and forecasting to develop specific strategies that add value to their function to attract, retain and develop employees and have the workforce to achieve their operational objectives.

How was the strategy developed?

The strategy has been developed through a consultative process involving ManEx and Line Managers from each section. Human Resources will endorse the strategy.

How will the strategy be actioned?

Actions to implement the strategy will be identified by the sections and integrated into the Workforce Plan.

What will our Workforce plan do?

In summary, Narrabri Shire Council's Workforce Plan will:

- Create an agile workforce
- Update policies, systems and processes
- Implement flexible work practices
- Attract and retain skilled employees and knowledge
- Recognise, reward and manage performance
- Grow our peoples' capabilities
- Allow us to plan for the future
- Complements service level agreements



Council's structure has four directorates, which include:

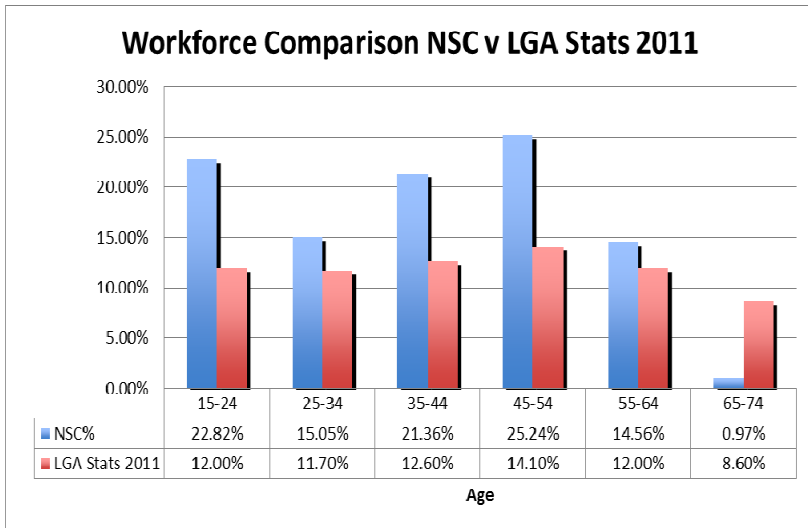
- General Manager (GM)
- Corporate Services (CS)
- Engineering Services (ES)
- Planning and Development (P&D)



Workforce Profile

Narrabri Shire Council employs 204 employees in permanent, part-time, or temporary positions.

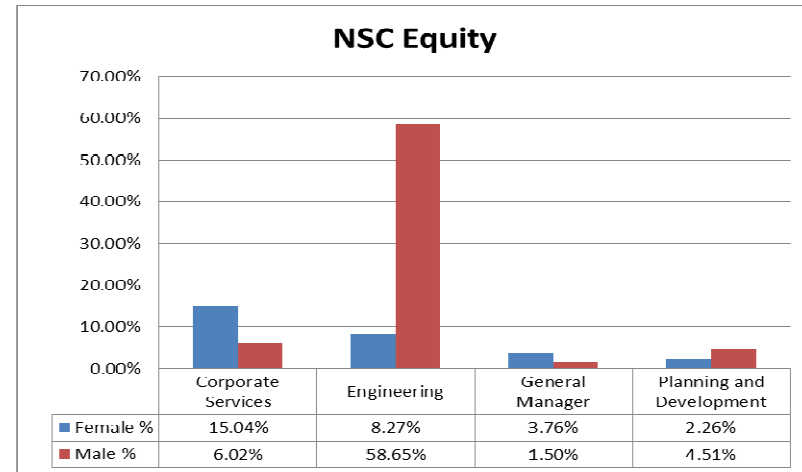
Council's workforce represents 6.48% of the full time and part-time workforce within the Narrabri Local Government area.



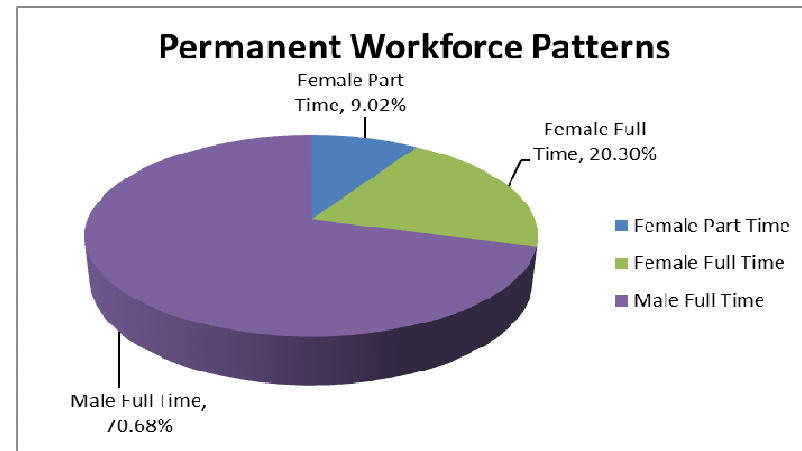
In addition to the permanent workforce, Council has a casual pool of 65 employees, which supplements the operations of The Crossing Theatre, Visitor Information Centre, libraries, swimming pools and administration. Of the 65 casual employees, 69% are female. Casual tenure represents 32% of Council's total workforce.

Council's permanent workforce comprises of 133 employees. Gender distribution is 71% male and 29% female.

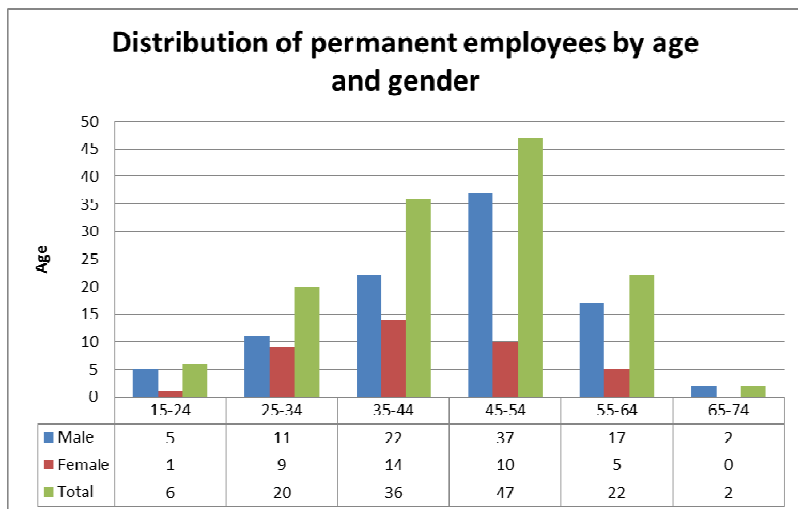
Taking into consideration casual employment, females represent 43% of Council's total workforce.



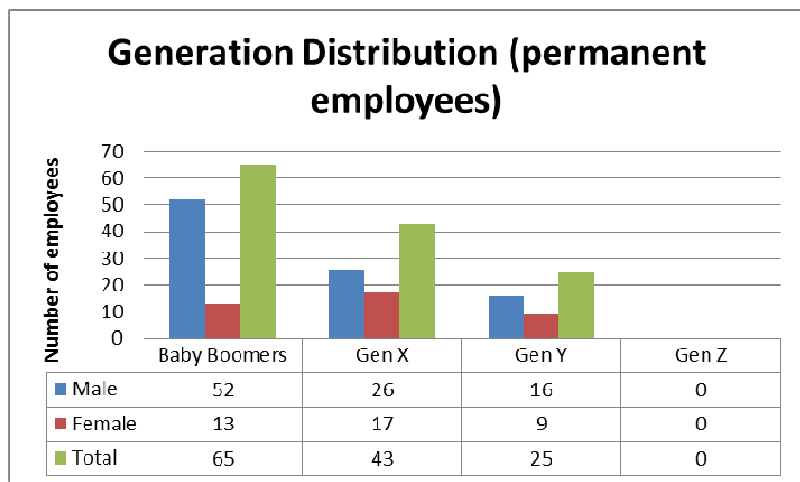
Our permanent workforce is broken up into full-time and part-time employment opportunities. The chart below provides a breakdown of our work patterns. Currently, Council does not employ any male part-time workers.



Council's permanent employee analysis by age and gender is demonstrated below. The majority of our workforce sit in the 45 to 54 age range and they are predominantly male employees.



The chart below identifies the distribution of permanent employees generation breakdown.



The Baby Boomers were born between 1946 and 1964. Generation X are born between 1965 and 1979, Generation Y are born between 1980 and 1994 with the Generation Z being born post 1995.

An Ageing Workforce

Our permanent workforce projections indicate that 18% of our workforce will reach 60 years of age within the next five years with 6% already 60 years plus. Our mature workforce statistics do not reflect impending retirement of employees from the workforce rather demonstrate the potential risk in delivery of service and knowledge loss. This leads to impacts of Council's future planning of resources.

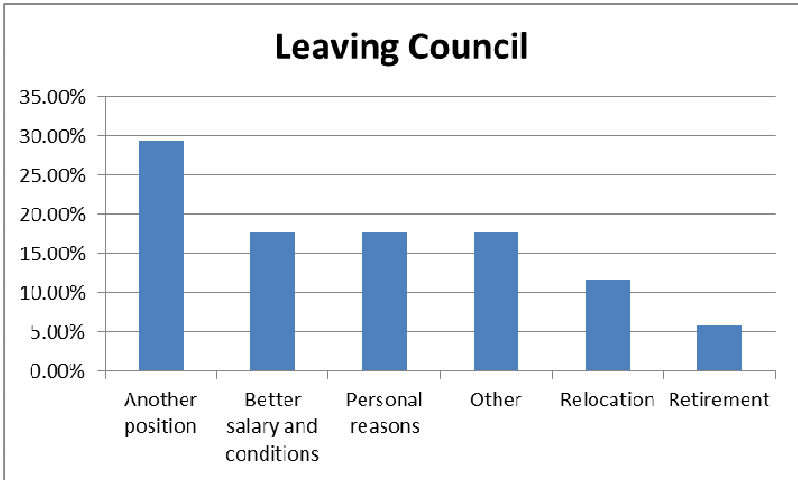
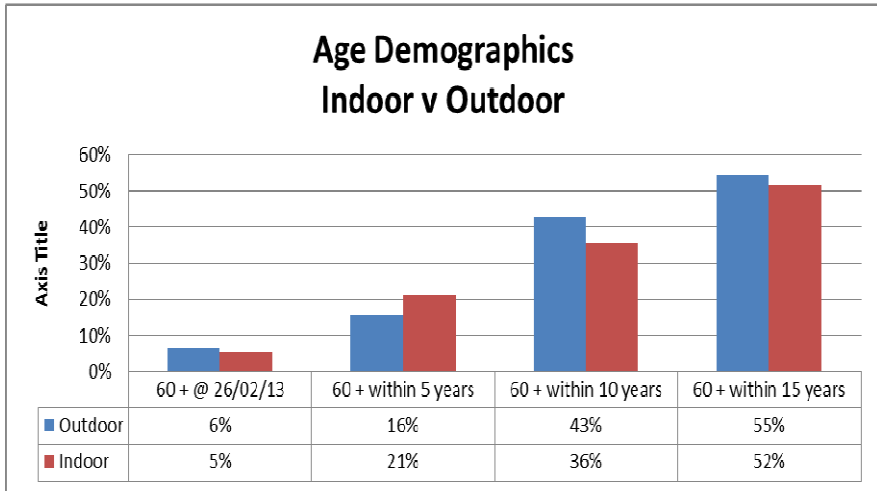
Council's average age of permanent employees is 44 yrs old. The average age for our male employees is 46 yrs old with females being 41 years of age.

The aging workforce projections are based upon employees reaching 60 plus. The following table identifies the percentage of the existing workforce who will have reached age 60 within the designated five year intervals on a Council and Directorate basis.

Permanent Staff Analysis	60 + @ 26/02/13	60 + within 5 years	60 + within 10 years	60 + within 15 years
Council	6.02%	18.05%	39.85%	53.38%
Corporate Services	3.57%	21.43%	39.29%	60.71%
Engineering Services	6.74%	17.98%	41.57%	52.81%
Planning and Development	0.00%	11.11%	44.44%	55.56%
General Managers	14.29%	14.29%	14.29%	28.57%

The following chart is a breakdown of age demographics between indoor and outdoor employees.





Staff Turnover

Permanent voluntary and involuntary staff turnover for 2012 of Council was 13% with 17 employees exiting the organisation.

An overview of the reasons why employees were leaving the organisation is demonstrated below.



Structure

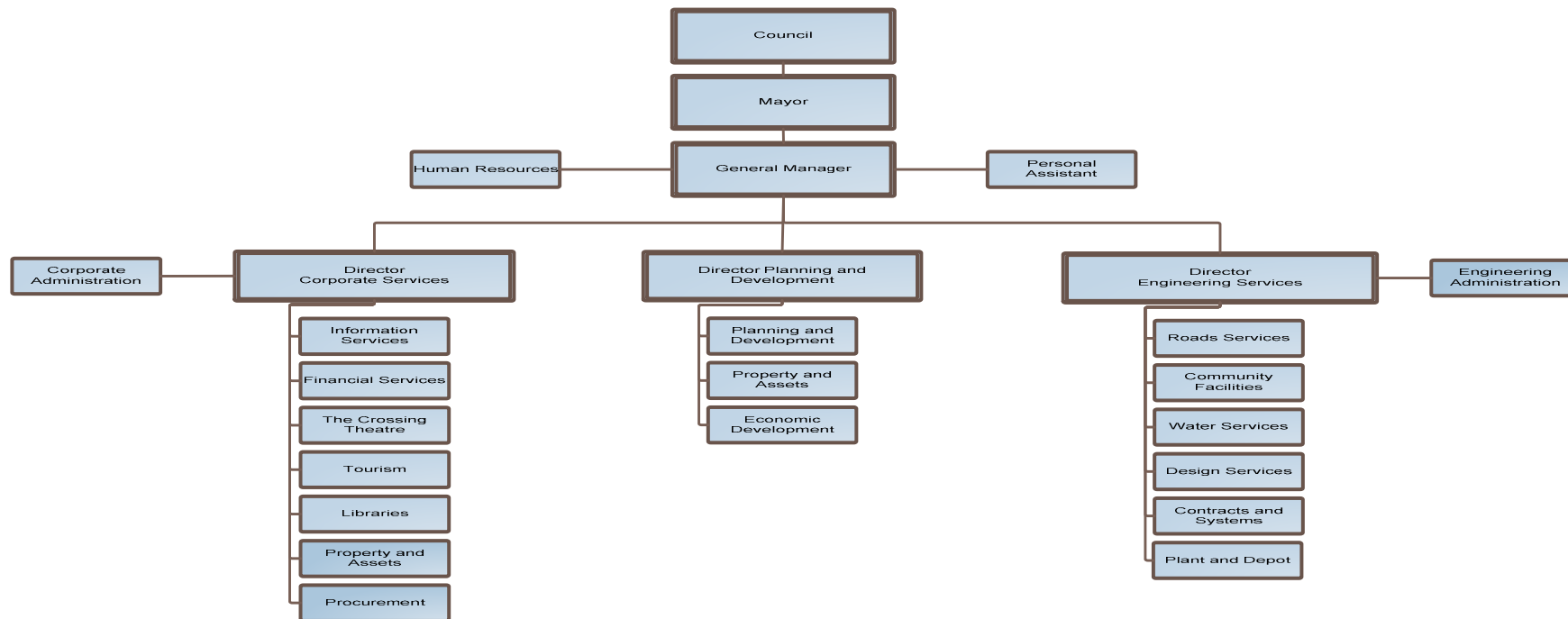
Organisation Restructure

Narrabri Shire Council is restructuring its workforce to improve how we deliver Council's services and to enable reinvestment into our core business by rebalancing services across the organisation. This will give us the ability to further professionalise and improve our service delivery and create development opportunities for employees.

The adopted structure has been established to ensure that Council is well prepared for future works and projects that will improve the way we work and how we are organised. It will change the way we deliver some services, increase efficiency, and improve our ability to deliver more frontline services.

A significant change to the structure was the creation of a new Directorate for Planning and Development. This Directorate will lead Planning and Development, Economic Development and Property and Assets. This is an important change for Council to be prepared for the future growth of our Shire.

Council will continue to review its structure to ensure it aligns with service level requirements to meet the community needs.



Equal employment opportunity

Narrabri Shire Council is committed to Equal Employment Opportunity as demonstrated below:

Policy Principles

The Local Government Act 1993 requires Council to prepare and implement an EEO Management Plan in order to achieve the objectives within the Act and to include provisions relating to:

- The devising of policies and programs to achieve EEO principles
- The communication of those policies and programs to the staff of the Council
- The collection and recording of EEO information
- The application of personnel practices within the Council (including recruitment techniques, selection criteria, training and staff development programs, promotion and transfer policies and patterns, and conditions of service) to eliminate any discriminatory practices
- The setting of goals or targets, where these may reasonably be determined, against which the success of the plan may be assessed
- Evaluating the policies and programs referred to in the plan, and
- The revision and amendment of the plan.

The purpose of Narrabri Shire Council's EEO Policy and Management Plan is to:

- Foster a culture that values and responds to the rich diversity of Council staff
- Overcome past disadvantages for members of target groups
- Build trust between managers, supervisors and staff
- Provide socially, culturally and gender inclusive education
- Remove barriers to participation and progression in employment and training

- Increase flexibility through exposure to new ideas and different ways of working
- Enhance the quality and accessibility of training and employment with increasing links to cultural diversity

Candidates and employees are treated equally, irrespective of differences in race, sex, religion, nationality or other factors. Council will particularly promote EEO for members of the following EEO target groups:

- Women
- People of non-English speaking background, members of racial, ethnic and ethno-religious minority groups
- People of Aboriginal or Torres Strait Islander descent
- People with disability

Narrabri Shire Council has a legal obligation to ensure its workplaces are free from discrimination and harassment. The following legislation states these requirements:

- Anti-Discrimination Act (NSW) 1977
- Local Government Act (NSW) 1993 – Section 344
- Race Discrimination Act 1975
- Sex Discrimination Act 1984
- Disability Discrimination Act 1992
- Human Rights and Equal Opportunity Commission Act 1997
- Equal Opportunity for Women in the Workplace Act 1999
- Age Discrimination Act 2004

EEO Management Plan Statement

The Equal Employment Opportunity Management Plan aims to demonstrate a commitment by Council and staff to provide a work environment that accepts the principles of equal employment opportunities and avoids discrimination.

"Narrabri Shire Council values the creation and maintenance of a fair and equal workplace in which individuals have the opportunity to genuinely and



effectively compete for employment and training opportunities, free from any real or perceived discriminatory practices."



Department Analysis

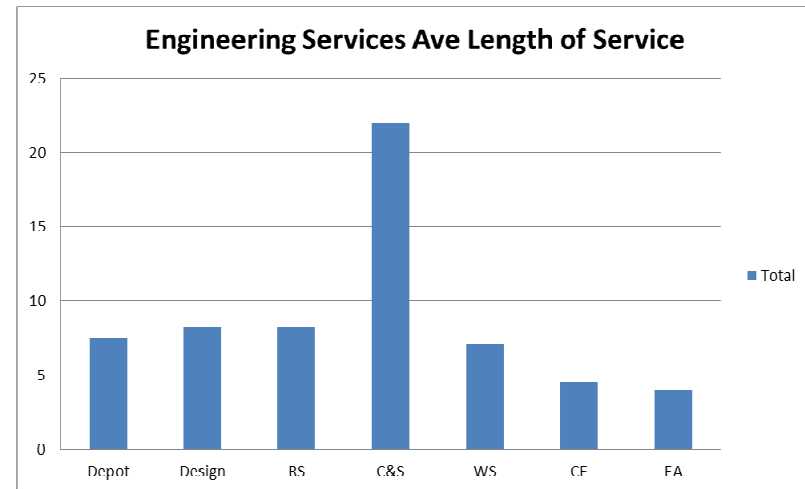
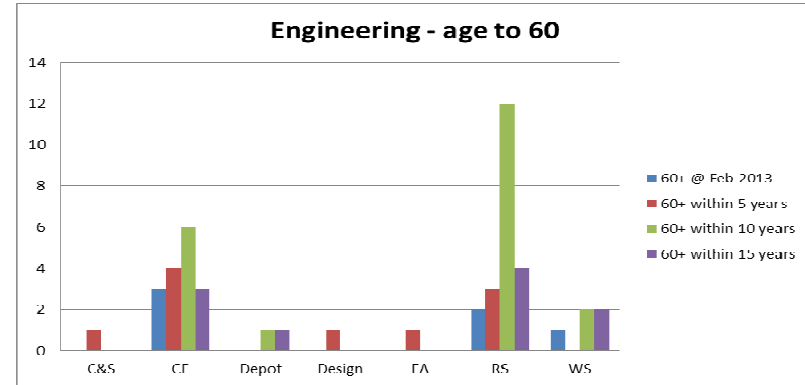
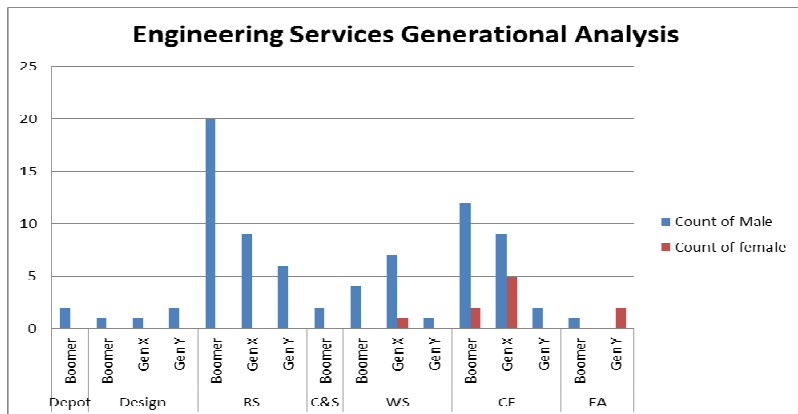
Engineering Services

The Engineering Services Department is made up of five sections. These sections include Community Facilities (CF), Roads Services (RS), Contracts and Systems (C&S), Water Services (WS) and Engineering Administrations (EA), Design Services and Plant and Depot.

The demographic overview of the 89 permanent employees in this area is:

- Gender: 89% male, 11% female
- Average age: 45 years
- Average age male: 46 years
- Average age female: 39 years
- Turnover Rate: 16%
- Avg Length of Service: 7 years

This is represented in the graphs below:



Engineering Services is an established directorate within Council. Through the restructure, there has been an increase of positions mainly in Road Services and Community Facilities to better service the community requirements. The new structure has also aligned positions and spans of control for more effective management.



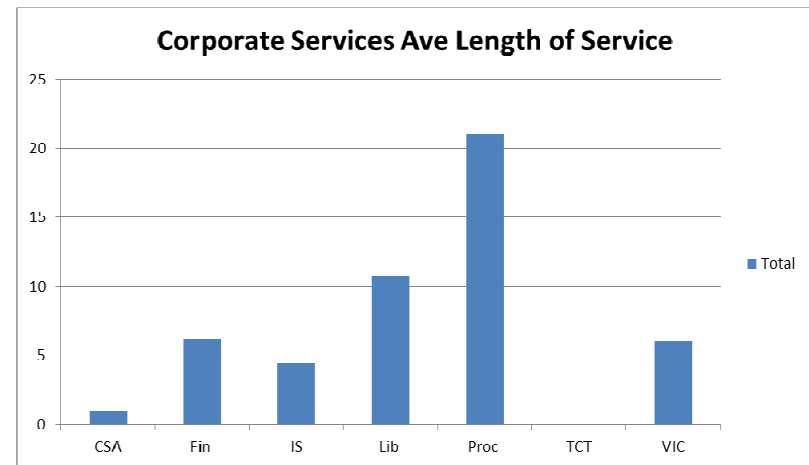
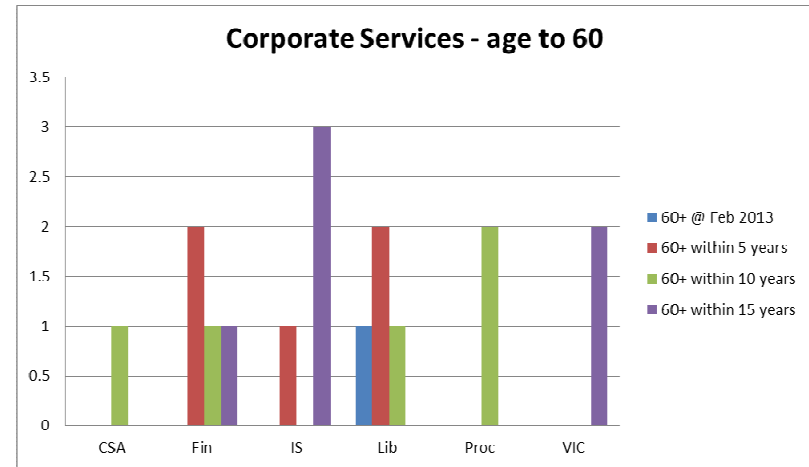
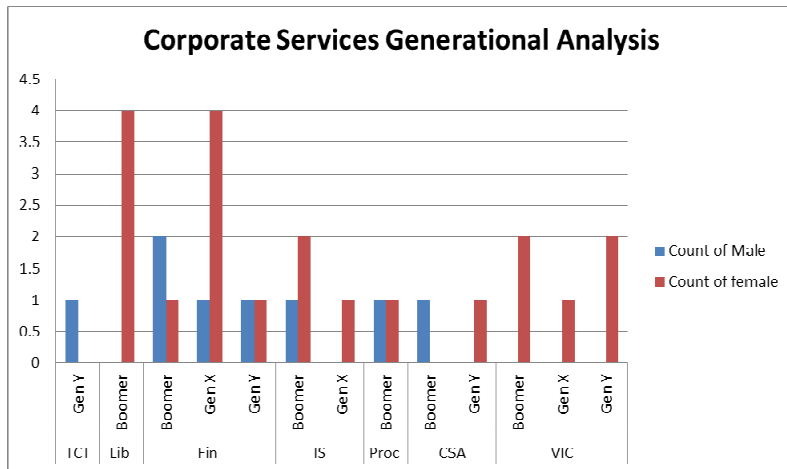
Corporate Services

The Corporate Services Department is made up of seven sections. These sections include The Crossing Theatre (TCT), Libraries (Lib), Finance (Fin), Information Services (IS), Procurement (Proc), Corporate Services Administration (CSA) and the Visitor Information Centre (VIC).

The demographic overview of the 28 permanent employees in this area is:

- Gender: 29% male, 71% female
- Average age: 45 years
- Average age male: 46 years
- Average age female: 45 years
- Turnover Rate: 18%
- Average Length of Service: 7 years

This is represented in the graphs below:



Corporate Services is another established directorate within Council. Procurement is a new section within the Corporate Services area. Within other areas, there is little change with the new structure.



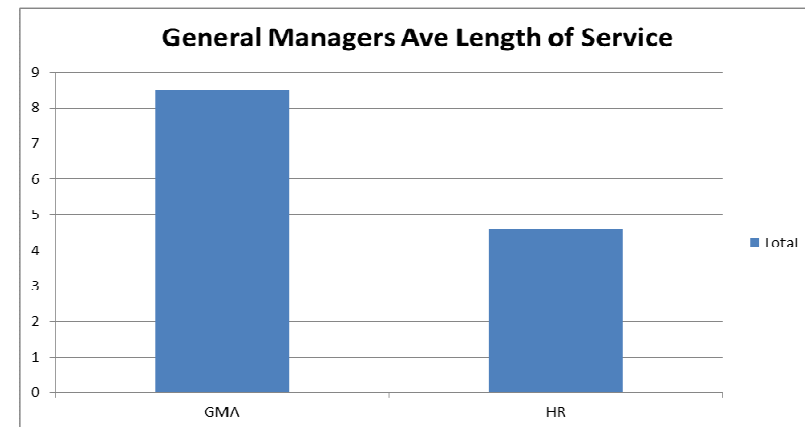
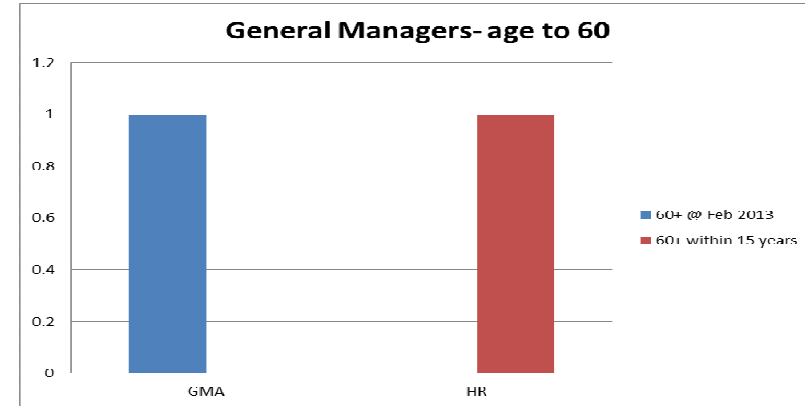
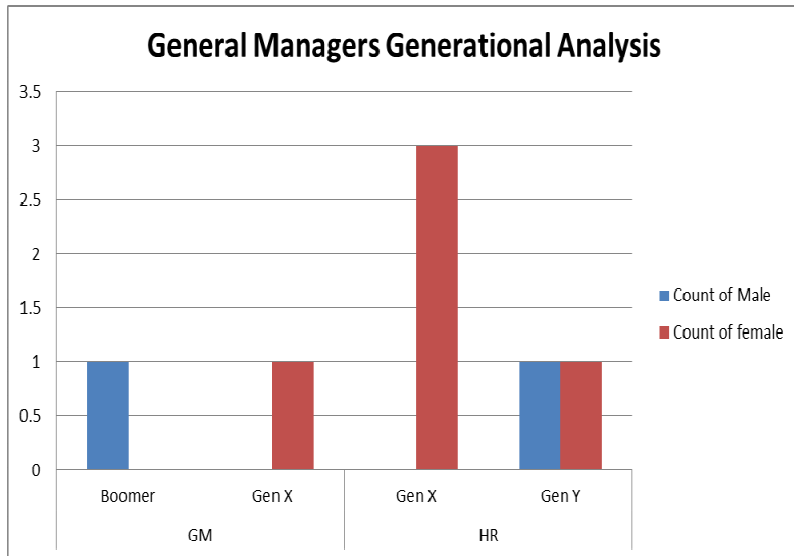
General Managers

The General Managers Section is made of up two sections. These sections include General Manager Administration (GM) and Human Resources (HR).

The demographic overview of the 7 permanent employees in this area is:

- Gender: 29% male, 71% female
- Average age: 38 years
- Average age male: 42 years
- Average age female: 37 years
- Turnover Rate: 14%
- Average Length of Service: 6 years

This is represented in the graphs below:



The new structure within Council saw the movement of Planning and Development and Economic Development under the new directorate of Planning and Development. Human Resources was strategically left under the General Managers department to assist with driving the change required to meet our growing demands.



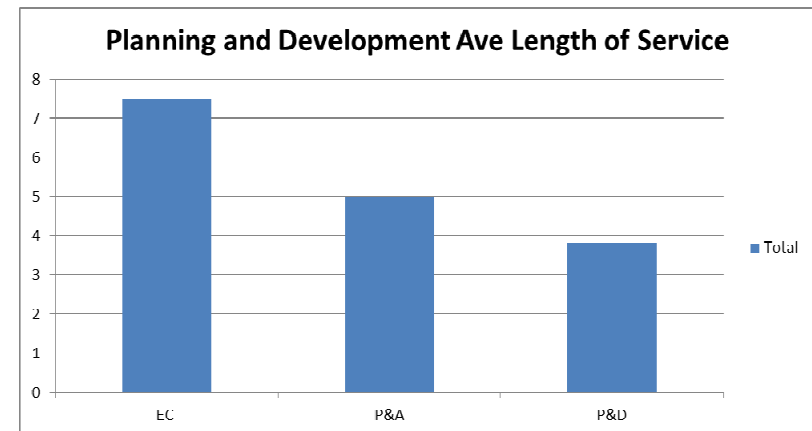
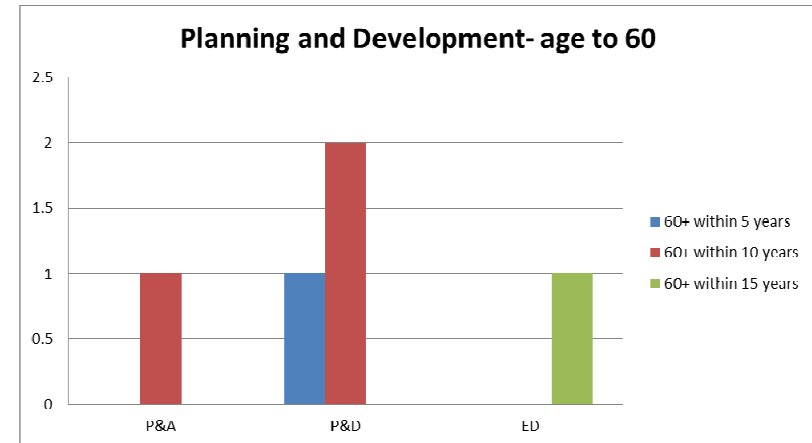
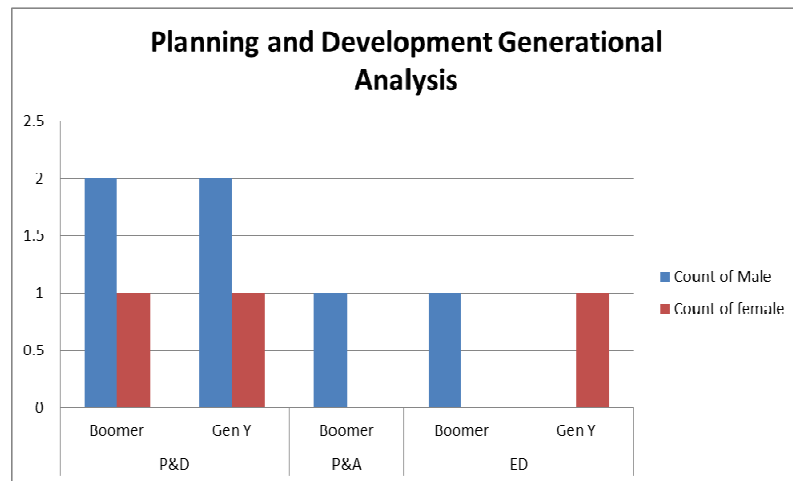
Planning and Development

The Planning and Development section is made up of three sections. These sections include Planning and Development (P&D), Economic Development (ED) and Property and Assets (P&A).

The demographic overview of the 9 employees in this area is:

- Gender: 67% male, 33% female
- Average age: 41 years
- Average age male: 44 years
- Average age female: 36 years
- Turnover Rate: 0%
- Average Length of Service: 5 years

This is represented in the graphs below:



The Planning and Development Directorate is a new directorate in the structure. Planning and Development and Economic Development are existing established sections within Council. The Property and Assets section is a new section designed to assist Council in the effective management of its property and assets.





Maintain and Build Workforce Capability
 Consultation & Facilitation, Innovation, Leadership & Teamwork,
 Effective Communication, Value for Money,
 Exemplary Customer Service, Uncompromising Integrity,
 Continuous Review & Development



Adaptable Organisation

Flexible and Responsive

Capable Organisation

Employer of Choice for our Capable Workforce

The Workforce Plan is a medium term planning tool that forms part of the strategic planning framework and is the primary reference for program and budget planning, workforce planning and development, and section plans.



Workforce Plan 2015
Maintain and Build Capability

Adaptable Organisation	Capable Organisation
<p>Council will undergo an organisational restructure in 2013. This restructure will better align positions to the work requirements for Council and meet community needs. Council will need to work together to review positions, capabilities, policies and procedures to achieve the following objectives:</p> <ul style="list-style-type: none"> • Organisational flexibility • Efficient change management • Continuous improvement <ul style="list-style-type: none"> • Safe organisation • Customer focused organisation • Common and simpler employment conditions and pay 	
<p>We support inspirational leaders and great managers</p>	
<p>We are customer focused and able to deliver 24/7 for the Narrabri Shire</p>	
<p>We are focused on providing a safe and healthy working environment as far as reasonably practical</p>	
<ul style="list-style-type: none"> • We move our people fluidly around the organisation and partner with other organisations to borrow skills and resources as required - we provide job security without the need for people to own roles • Our systems and processes enable: <ul style="list-style-type: none"> ○ Organisational flexibility ○ Knowledge capture ○ Inspirational leadership throughout the organisation ○ Innovative and diverse thinking • Together we design work processes and practices that are attractive to employees and achieve organisational outcomes with mutual obligation 	<ul style="list-style-type: none"> • We have the right recruitment, employment and remuneration conditions to attract and retain skills and knowledge to ensure business continuity • We recognise and reward employee contribution • We grow people's capabilities and work with them to achieve their career goals • We plan for our current and future workforce • We manage productivity and performance so that we are operating at our best



Strategies	
Adaptable Organisation	Capable Organisation
<p>Organisational Restructure</p> <ul style="list-style-type: none"> • Work in collaboration with Managers, Supervisors and Employees to review positions, capabilities, policies and procedures • Implement new organisational restructure using effective change management principles to achieve major cultural re-alignment 	
<p>Inspirational Leaders and Great Managers</p> <ul style="list-style-type: none"> • Support our managers and supervisors in connecting with employees to build the right organisational culture, diverse and effective teams, facilitate career planning and development, provide reward and recognition and ensure a Zero Harm environment. This will be achieved through coaching and other initiatives. 	
<p>Customer Focused – 24/7</p> <ul style="list-style-type: none"> • Remove barriers in our systems, policies , processes and workforce to support a 24/7 Council requirement 	
<p>Workplace Health and Safety Focused</p> <ul style="list-style-type: none"> • Regularly review, monitor and audit health and safety activities to achieve best practice outcomes, and compliance with relevant laws, standards and codes of practice 	
<p>Creating an Agile Workforce</p> <ul style="list-style-type: none"> • Build trust to encourage, support and enable our people to transition into a new organisational culture that is more agile and not based upon ownership of roles • Support Managers/Supervisors in creating an agile workforce through new models of working, including support through work redesign processes ensuring consistency with corporate values 	<p>Attract & Retain Skilled Employees and Knowledge</p> <ul style="list-style-type: none"> • Make bold changes to recruitment and selection processes to achieve dramatic improvements eg. From a 10 week to 7 week process to fill roles • Use a talent pool to achieve flexibility and to build employee confidence in future employment opportunities • Grow strategies for retention of ageing employees and transfer of knowledge • Develop processes to facilitate the transfer of knowledge between employees and across sections
<p>Rethink Policies, Systems & Processes</p> <ul style="list-style-type: none"> • Invigorate and reboot organisational culture by dismantling old beliefs, processes and practices, promote desired change and create understanding of possibilities for improvement. • More effective and efficient processes and systems to support human resource management 	<p>Recognise, Reward and Remuneration</p> <ul style="list-style-type: none"> • Provide mechanisms that enable Managers and Supervisors to reward and recognise good performance. • Provide mechanisms to remunerate employees in the contemporary labour market
<p>Design Flexible Work Processes</p> <ul style="list-style-type: none"> • Develop innovative approaches to the way work is done to improve productivity and attractiveness for employees • Support Managers, Supervisors and Employees in improving access to flexible work arrangements 	<p>Grow Our Peoples' Capabilities</p> <ul style="list-style-type: none"> • Grow our people by providing career paths and meaningful and challenging and diverse development opportunities. • Encourage cross section collaboration to expand career development opportunities.
	<p>Plan for the Future</p> <ul style="list-style-type: none"> • Improve our strategic focus by building expertise and systems in workforce forecasting/planning and incorporating regular monitoring and reporting. • Build awareness of Council's long term strategic plans and workforce challenges this creates.
	<p>Manage Performance</p> <ul style="list-style-type: none"> • Ensure organisational priorities and efficiency requirements are reflected in section plans and employee performance plans • Develop improved productivity measures



Actions

Adaptable Organisation	Capable Organisation
<p>Organisational Restructure</p> <ul style="list-style-type: none"> • Draft organisational structure provided to employees for consideration and feedback • Proposed organisational structure to be approved by Council • Commence work redesign involving a six phased implementation process • Consult management and consultative committee regarding placement plan • Regular communications throughout the organisation regarding progress and changes 	
<p>Inspirational Leaders and Great Managers</p> <ul style="list-style-type: none"> • Develop a leadership development strategy and training calendar to improve leadership competencies for senior managers, supervisors and future leaders • Encourage participation in LG Management and Leadership Challenge • Provide opportunity to complete a Graduate Certificate in Local Government Leadership 	
<p>Customer Focused – 24/7</p> <ul style="list-style-type: none"> • Conduct a SWOT analysis of customer service expectations and delivery to determine current and future needs • Review Council policies, processes and procedures to ensure exemplary customer service is achieved • Communicate customer service expectations to all employees through employee development discussions • Provide customer service training through on and off the job training 	
<p>Workplace Health and Safety Focused</p> <ul style="list-style-type: none"> • Continually monitor and improve WHS documentation and processes to reflect changes in legislation, services and products • Encourage managers and workers to take responsibility for their health and safety at work through education and training resources 	
<p>Creating an Agile Workforce</p> <ul style="list-style-type: none"> • Increase knowledge transfer between sections measured through project evaluations, committee meetings and employee discussions • Embed an agile workforce by addressing organisational issues through a proposed new organisational structure, and through identifying and establishing high level processes for each section, reviewing position descriptions, implementing a placement plan and updating systems and relevant documentation 	<p>Attract & Retain Skilled Employees and Knowledge</p> <ul style="list-style-type: none"> • Streamline Recruitment and Selection processes and ensure applications are processed in a timely manner • Review the Guide for Applicants on an ongoing basis to reflect correct recruitment and selection procedures as well as community developments and attractions • Develop innovative retention strategies to increase access to knowledge across sections • Encourage potential employees to submit expressions of interest applications for future job vacancies
<p>Rethink Policies, Systems & Processes</p> <ul style="list-style-type: none"> • Review policies, processes and procedures reflective of Council's values, diversity, best practice, risk and organisational outcomes 	<p>Recognise, Reward and Remuneration</p> <ul style="list-style-type: none"> • Ensure performance reviews are conducted twice a year • Coach management on the importance of recognising and acknowledging good performance within the workplace • Ensure higher duties are remunerated appropriately and consistent with the LGSA
<p>Design Flexible Work Processes</p> <ul style="list-style-type: none"> • Flexible work arrangement requests considered on a case by case basis and upon approval by the General Manager • Return to work from maternity leave or other long term leave designed around flexible work arrangement 	<p>Grow Our People's Capabilities</p> <ul style="list-style-type: none"> • Conduct a skills and training needs analysis specific to each position • Develop a workforce capability framework to ensure the organisation has the best staff to meet current and future needs • Maintain accurate workforce data to address exit rates, skill shortages and



	<p>succession planning</p> <ul style="list-style-type: none"> • Develop a learning and development program and training calendar to address operational, corporate, communication, computer and professional development needs
	<p>Plan for the Future</p> <ul style="list-style-type: none"> • Review Workforce Plan annually • Review organisational structure to ensure community needs are met • Review Council policies and procedures to reflect changes in legislation and workforce needs
	<p>Manage Performance</p> <ul style="list-style-type: none"> • Implement a new probation and performance management procedure • Manage unsatisfactory performance in a timely manner consistent with Council policies and procedures and the LGSA • Maintain an accurate record of performance management feedback through probation reviews, performance management reviews and exiting employee interviews



Working together

The responsibility for delivering on the strategy is shared between Section Managers and the Human Resources Section. The (*) system provides a broad overview of the distribution of expected responsibility (and effort) between Sections and the HR Section in order to achieve the desired outcomes. A greater number of asterisks indicate where the greater effort will likely be required.

The actions below are indicative only. The Delivery Program and Operational Plan details the actions to be undertaken. Sections and the HR Section will continue to develop their actions to align with their specific Council and workforce requirements. This will be integrated into their workforce planning & reporting process.

Strategy	Responsibilities of Sections	Responsibilities of HR Section
<p>The Way in Which We Work Together</p>	<ul style="list-style-type: none"> • Provide active input with HR Section to improve outcomes and resolve issues for the greater good. • Sponsor Council relevant HR initiatives for the organisation where able. 	<ul style="list-style-type: none"> • Enable section input to organisational HR initiatives. • Partner with sections to improve outcomes and resolve issues – seek to understand.
<p>Organisational Restructure</p> <ul style="list-style-type: none"> • Work in collaboration with Managers, Supervisors and Employees to review positions, capabilities, policies and procedures • Implementation of the organisational restructure using effective change management principles to achieve major cultural re-alignment <p>Outcomes:</p> <ul style="list-style-type: none"> • Organisation flexibility • Efficient change management • Customer focus organisation • Common and simpler employment conditions 	<ul style="list-style-type: none"> • Provide advice to HR Section on Section requirements in relation to HR policies and employment conditions • Support implementation of the organisational restructure using effective change management principles and report on section outcomes 	<ul style="list-style-type: none"> • Develop and implement organisational restructure through work re-design principles • Lead the review of HR policies and procedures, and the simplification of processes
<p>Inspirational Leaders and Great Managers</p> <p>Support our managers/supervisors in connecting with their people to build the right organisational culture, effective teams, facilitate career planning and development, provide reward and recognition and ensure a Zero Harm environment</p>	<ul style="list-style-type: none"> • Make manager, team leader and people management development a high priority. • Learning and development made available in alignment with a career plan and capability development plan for all employees as desired or required by the section. • Provide reward and recognition <p>Develop annually Zero Harm strategies and action plans including the management of work related injuries, sick leave and wellness programs.</p>	<ul style="list-style-type: none"> • Develop the Great Managers strategy and related programs • Deliver the Great Manager programs to the organisation. • Continue to provide contemporary learning and development programs <p>Monitor and report on Zero Harm performance including workers compensation, loss time injuries, wellness programs and sick leave.</p>



<p>Customer Focused 24/7 Ensure our systems, policies , processes and workforce support a 24/7 business requirement</p>	<ul style="list-style-type: none"> • Provide advice on systems, policy and procedures requirements • Apply policies and procedures to develop the 24/7 business requirements • Develop approaches to influence 24/7 customer focus 	<ul style="list-style-type: none"> • Develop and review systems, policies and procedures required to provide a 24/7 workforce in conjunction with new workforce agreement proposals. • Monitor and report on systems, policies and procedures for applicability to 24/7 requirements
<p>Creating an Agile Workforce</p> <ul style="list-style-type: none"> • Build trust to encourage, support and enable our people to transition into a new organisational culture that is more agile and not based upon ownership of roles. • Support Managers / Supervisors engaged in work redesign. 	<ul style="list-style-type: none"> • Understand and apply the agreed workplace agreement. • Work with employees to transition into the new agile workplace culture. • Improve uptake of Flexible Working Arrangements 	<ul style="list-style-type: none"> • Review systems, policies and processes to eliminate ownership of specific roles. • Provide support for employees, supervisors and managers in transitioning to a more agile workforce • Monitor and report on uptake of Flexible Working Arrangements
<p>Rethink Systems & Processes</p> <ul style="list-style-type: none"> • Reboot organisational culture and dismantle old beliefs, processes and practices using case studies to understand possibilities for improvement and change. 	<ul style="list-style-type: none"> • Apply the work redesign policy and procedures • Work with employees on cultural and behavioural change to promote new and dismantle old beliefs. 	<ul style="list-style-type: none"> • Review the work redesign process and provide advice as required. • Assist with cultural change programs and advice. • Review relevant systems and processes. • Monitor and report on performance of process.
<p>Design Flexible Work Processes</p> <ul style="list-style-type: none"> • Develop innovative approaches to the way work is done to improve productivity and attractiveness for employees . • Support Managers, Supervisors and Employees in improving access to flexible work arrangements 	<ul style="list-style-type: none"> • Develop a flexible approach to the way work is done • Support supervisors and managers to think differently about the way work is done and the adoption of flexible work options 	<ul style="list-style-type: none"> • Provide support/advice to supervisors and managers in the redesign of work and the uptake of flexible work options
<p>Attract & Retain Skilled Employees and Knowledge</p> <ul style="list-style-type: none"> • Make bold changes to recruitment and selection processes to achieve dramatic improvements eg time to fill <40 days. • Use talent pool to achieve flexibility and build employee confidence in future employment opportunities • Partner with other sections, private sector and 	<ul style="list-style-type: none"> • Provision of suitable people to undertake the selection of candidates in a timely manner. • Planning of the section recruitment needs and the selection process. • Delivery of on boarding and induction for new employees • Provision of suitable people to undertake the selection of candidates to meet 7 week time line 	<ul style="list-style-type: none"> • Responsible for providing policy, systems and processes for recruitment and selection of people to Council • Employment advertising and the promotion and marketing of Council's Employer brand • Deliver entry level recruitment for developmental employment programs. • Develop the use of the talent pool as a means of



<p>tertiary education institutions to support recruiting talent.</p> <ul style="list-style-type: none"> • Grow strategies for retention of ageing employees and transfer of knowledge • Develop processes to facilitate the transfer of knowledge between employees and across sections 	<ul style="list-style-type: none"> • Work with sections, private sector and tertiary organisations to support the recruitment of skilled employees • Develop and implement strategies for the transfer and retention of knowledge • Encourage the use of flexible working arrangements to retain key staff 	<p>the timely recruitment of skilled employees</p> <ul style="list-style-type: none"> • Develop relationships with the private sector, state and federal governments • Monitoring and reporting on recruitment and selection processes and outcomes. • Maintain the remuneration system
<p>Recognise, Reward & Remunerate</p> <ul style="list-style-type: none"> • Provide mechanisms that enable Managers/Supervisors to reward and recognise good performance. • Provide mechanisms to remunerate employees to in the contemporary labour market 	<ul style="list-style-type: none"> • Provide advice to HR section on Council requirements • Develop and implement processes for reward and recognition of employee good performance 	<ul style="list-style-type: none"> • Provide research and advice on affective recognition and reward approaches • Provide flexibility in reward and recognition via the workplace agreement
<p>Grow Our People's Capabilities</p> <ul style="list-style-type: none"> • Grow our people by providing career paths and meaningful development opportunities. • Encourage cross section collaboration to expand career development opportunities. 	<ul style="list-style-type: none"> • Undertake regular performance conversations with all employees • Provide training and capability development opportunities • Encourage employees to take up corporately and governmental funded development opportunities • Partner with sections to maximise employee capability development through inter-sectional transfer opportunities 	<ul style="list-style-type: none"> • Provide frame work and advice on capability development across sections. • Administer corporate development programs to meet capability requirements
<p>Plan for the Future</p> <ul style="list-style-type: none"> • Build expertise, systems and reporting in workforce forecasting/planning and incorporate regular monitoring and reporting processes. • Build awareness of Council's long term strategic plans and the workforce challenges this creates. 	<ul style="list-style-type: none"> • Responsible for section future workforce planning in conjunction with business planning • Measuring and reporting on section specific performance indicators. • Undertake scanning activities to maintain knowledge of and provide information to the business regarding relevant external labour markets. • Build capability in data analysis and reporting • Develop and implement workforce planning reporting as part of business plan reporting. 	<ul style="list-style-type: none"> • A framework for Workforce Planning is now in place, and to be periodically reviewed to ensure its continued effectiveness • Analysis and report quarterly and annually on organisation WFP trends to HR Manager • Providing advice and capability development on data analysis. • External benchmark and scan external labour market.



Manage Performance

Ensure organisational priorities and efficiency requirements are reflected in sectional plans and employee performance reviews

- Regular performance reviews with all employees provide clear direction for work in the future, and identify the outcomes and capability requirements.
- Feed back is provided to employees on performance on a regular basis

- Support and provide coaching for managers and supervisors to have conversations with employees regarding performance.

NOTES:

- 1. Sections are expected to pick up those strategies that are relevant in meeting their specific business and workforce priorities.**
- 2. It is anticipated that indicated efforts/responsibility levels will change over time.**





ASSET MANAGEMENT PLANNING 2013/14 - 2016/17

Consisting of:

- *Asset Management Strategy*
- *Asset Management Policy*
- *Asset Management Plans*

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Introduction

Narrabri Shire Council exists to provide services and facilities to its community in an economically sound and sustainable manner. Over time, Council has acquired a broad range of infrastructure assets through various mechanisms. Council uses these assets to meet the increased service level needs of the public. Council must develop a comprehensive asset management framework by evaluating service delivery on the basis of the social, environmental and economic needs of the community. Council must then implement the framework with a lifecycle approach to asset management practices throughout the organisation.

Assessment of legislative requirements and community expectations will enhance the analysis of needs against the proposed service delivery. In keeping with that, the Operational Management Plan (OMP) is critically aligned with this document and should be considered in conjunction, along with the Service Delivery Program (SDP).

Council's wholistic asset management methodology needs to be formulated in a comprehensive, integrated and structured approach for delivery of maximum benefit to the community. The proposed framework will consist of three major components, those being:

- Asset Management Policy – setting out the broad framework for undertaking asset management;
- Asset Management Strategy – developing a structured set of actions aimed at enabling improved asset management by Council; and
- Asset Management Plans – outlining particular actions and resources required to provide defined levels of service for each class of asset the Council manages.

Within the framework, the Asset Management Policy establishes the nature and direction of Asset Management within the Narrabri Shire Council. The Asset Management Strategy, a companion to the Policy, outlines the key principles that underpin asset management for Council. Underneath the Policy and Strategy documentation stand the Asset Management Plans developed for each of the core asset groups identified in this strategy.

The development of an Asset Management Strategy enables Council to portray its asset portfolio in support of the service delivery needs for the Narrabri Community into the future. The Strategy outlines a systematic process ensuring the requirements of constituents are clearly understood and integrated into an asset management framework that enhances the outcome achieved by policy and investment decisions. This tactical approach will support Council's objective of optimising its asset management capacity and development.

This Asset Management Strategy, prepared by Narrabri Shire Council, is formulated to comply with the NSW Integrated Planning and Reporting (IP&R) framework. Council's asset management development will undergo periodic review to improve understanding and support a continuous improvement attitude toward Council's service delivery program.

The purpose of asset management planning is to maximise value and reduce risk in a sustainable manner, whilst adopting a lifecycle approach through the design, operation, maintenance, repair and replacement stages. Council's asset management plans for each of its core asset groups are currently being developed and will enhance and inform Operational Management and Service Delivery.

Current situation

Council has identified its Core Asset Groups (Table 1) which combine into a total value of approximately \$391million of community infrastructure. At present, the associated statistics are held in disparate databases within separate sections of Council and need to be assembled into an enterprise registry.

Core Asset Group	Description	Service
Roads & Road Assets	Road network	Transport distribution
Bridges and Box Culverts > 6m	Major bridging structure	Traverse riverine system
Stormwater	Man-made drainage network	Convey overflow and prevent flooding
Water Services	Water service network	Water service distribution
Waste Water Services	Waste-water service network	Waste-water service distribution
Community Buildings & Land Improvements	Council owned/managed property	Various
Parks and Open Space	Community facilities	Various
Waste Facilities	Refuse depots and services	Waste disposal
Narrabri Airport	Aerial service facility	Air travel distribution
Narrabri Livestock Selling Centre	Livestock saleyards	Commercial selling centre

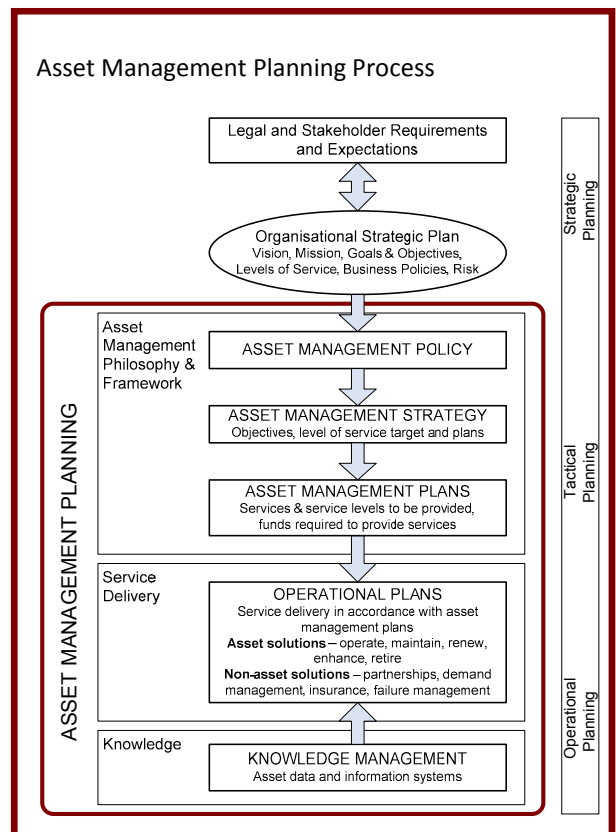
Table 1

The resources required to deliver services are finite and assets appraisal to date has identified a significant funding shortfall in the renewal and maintenance of existing Council assets. The challenge for the Council over the next ten years is to ensure that adequate resources are available to facilitate the provision and management of assets at an appropriate service level delivery to constituents. As Council moves forward, further gap analysis will interpret the shortfall between expenditure and the proposed budget to deliver the required services.

Council's asset management review to date has identified that there is a gap between what is required to be spent on maintaining Council's existing assets and what is actually being disbursed. This analysis of the core groups within Council's asset portfolio has identified a discrepancy in the order of approximately \$4.4million per annum.

Council will need to undertake a wide variety of engagement with the community to understand expectations with regard to service level standards and priorities, and make adjustments accordingly. Council must define the priorities, service levels and acceptable condition of assets to assist in making these decisions.

Asset management planning is a comprehensive process to ensure that assets are maintained in a way that facilitates optimal service level delivery. Service level affordability is determined by assessing Councils



financial sustainability using varied scenarios proposing differing levels of service delivery.

Maturity and capacity

Internal investigation has identified the necessity for Narrabri Shire Council to prepare initial Asset Management Plans for Council's core asset groups to align with the requirements of the Integrated Planning and Reporting Framework. At this stage Council has prepared plans for most of its core groups, however, the plans for the **Waste Facilities, Narrabri Airport & Narrabri Livestock Selling Centre** are still in development, and the **Community Buildings** plan has incorporated the buildings at these facilities until comprehensive plans are available for those groups.

The next stage for Council to focus on, in developing asset management maturity, requires consolidating and improving corporate systems, developing internal asset management capacity and improving long-term planning. The major improvement necessary is to put in place the asset planning, reporting and governance processes that link service outcomes with funding levels. Current procedure does not clearly show the link between budget allocation decisions and long term and cumulative service level consequences. Progressive asset condition assessments will improve the ability to forecast estimates for allocation of funding, thereby providing a link for projected delivery of services with Councils' Long Term Financial Plan.

Implementation of a Council Asset Management system will enable collation of a comprehensive asset database for managing cost-effective and sustainable lifecycle delivery programs. Prescribed accountability will then help define specific practices suitable to measuring performance and activity. Another focus is to improve Council's management of risk associated with asset use and improve transparency in decision-making to demonstrate Council's evolution in managing community assets.

Asset Management Administration Group

Council has identified the necessity to establish a cross directorate Asset Management Administration Group to oversee Council's development in asset management practices. The initial formation of the group would include the General Manager, the Directors, Financial Services Manager, Information Services Manager and the Property & Assets Manager, with intention to streamline the group as asset management procedural maturity increases.

The role of the Asset Management Administration Group would be to:

- Ensure responsibility for all asset management activities is assigned within the organisation, and that skill levels are sufficient to achieve the desired results;
- Co-ordinate and monitor a consistent corporate approach to the development, implementation and review of Asset Management Plans;
- Develop and implement systematic processes to ensure accurate, timely information required for financial planning and reporting is readily available;
- Define quality assurance and auditing procedures ensuring continuous improvement in managing Councils asset portfolio; and
- Investigate suitable software options and make a recommendation to Council on the implementation of an Asset Management (AM) System.

The preferred AM system should enable strategic and operational efficiency by providing integrated project management, work order, maintenance, capitalisation, and reporting solutions to manage the lifecycle of Councils' asset delivery program.

Policy and procedure

Council's Asset Management Policy sets a framework for the sustainable management of current and future assets so that Council can continue to deliver services effectively to the community, now and into the future. Our policy aims to ensure that Council has information, knowledge and understanding about the long-term and cumulative consequences of being the custodian of public infrastructure. This will be achieved by ensuring systems, processes and people are able to inform decisions on the most effective and efficient options for delivering infrastructure related services, whilst controlling exposure to risk.

To ensure effective asset management, Council will undertake to:

- Allocate sufficient resources for the development of asset strategies, management plans and service level documents to achieve targeted maturity;
- Manage all infrastructure assets in a systematic and sustainable manner;
- Develop and commit to long term capital works with financial management plans that support and are responsive to the needs of the community;
- Ensure that the delivery of assets is carried out in accordance with the adopted resourcing strategy including demonstrated need, life cycle costing, alternative modes of delivery, sustainability, equitable distribution of resources, and social equity;
- Involve and consult with the community and key stakeholders as required in determining service and intervention levels;
- Ensure asset management practices conform to legislative requirements and reflect best practice in the industry; and
- Regularly update and report on the current maturity of Council's asset data, systems, strategies, plans, processes and skills relative to the accompanying organisational risk.

Council's Asset Management Policy was adopted by Council on 16 August 2011. Consequent protocols and procedures will be developed as the organisations' asset management maturity increases, and then subsequently reported to Council for approval.

Satisfactory standards

One of the core objectives of the Integrated Planning and Reporting reforms, introduced to NSW Councils in 2009, was the ability to more readily compare the condition of assets in all councils across New South Wales. The first step in achieving consistency is to define the satisfactory standard. Satisfactory is defined in the Australian Concise Oxford Dictionary of Current English as: "satisfying expectations or needs, leaving no room for complaint, causing satisfaction, adequate". With this in mind, the Division of Local Government has established that the level of satisfactory standard for public works for all local government authorities in NSW should be 'Condition Level 2 – Good'.

Council will develop a report on the percentage of assets with a condition rating of good (Condition Level 2), as well as the amount of money required to bring any assets currently in a Condition Level Fair, Poor or Very Poor (3, 4 or 5) back up to a satisfactory standard - that is, a condition rating of Good (Level 2). This will facilitate cognisance of the breakdown of fiscal requirements necessary to meet the future service level desires of the community.

Strategic development

The purpose of the Asset Management Strategy is to provide direction in developing the ongoing process for managing infrastructure assets. Council's Asset Management Strategy will continue to evolve as the considered objectives of Council develop and diversify.

Community expectations, along with statutory requirements, are the main drivers for consideration of an appropriate Asset Management system for deployment within Council. In order for Council to meet these expectations and requirements, the policies and procedures attributed to the AM must first attain systemic compliance, and then Council must instantiate quality assurance procedures to expedite success against regular internal auditing protocol.

Strategic development will enable Council to prepare and implement Asset Management Plans to reach advanced maturity levels acceptable to the community by:

- Reviewing strategic trends;
- Assessing potential impacts on assets; and
- Assessing gaps in the asset knowledge requirements.

Suggested strategies for improving Council's asset management procedure are listed below (Table 2) in numerical order (not priority):

Key Point	Strategy
1	Formally adopt an Asset Management Policy (as amended).
2	Implement, monitor and report to the Council on the development of asset management maturity and capacity.
3	Continue to develop, review and update Asset Management Plans for Council's core asset groups.
4	Identify infrastructure expenditure, by both category (i.e. asset group) and type (e.g. operating, maintenance, capital renewal, capital upgrade).
5	Consider ongoing costs of new capital works proposals in budget deliberations, by identifying renewal and upgrade/expansion components of all capital works projects.
6	Develop risk management plans for all core asset groups.
7	Review the completeness and accuracy of the data for all core asset groups.
8	Ensure appropriate and optimal decision support information is available to clearly communicate the cumulative consequence of decisions.
9	Develop Council's asset system so it meets both technical and financial reporting requirements.
10	Develop and adopt an Asset Accounting and Capitalisation Policy that assists in meeting the intention of Fair Value Reporting (AASB116).
11	Develop a funding model which incorporates the need for sustainable renewal of infrastructure, identifying asset costs on a lifecycle basis.
12	The 10 year sustainability plan considers expenditure identified in the Asset Management Plans for all Council functions in both anticipated income projections, and future expenditure requirements, to sustain services.
13	Continue to improve the information on service level cost and delivery, so that future community consultation is informed on proposed options and projected expenditure.
14	Undertake a detailed assessment of the resources required to implement Council's Asset Management Strategy, based on the results of Council's asset management maturity audit.

Table 2

Strategic risk

Key outcomes to be managed by Council's Asset Management Strategy and Asset Management Plans are:

- Planning, building and maintaining infrastructure to deliver a sustainable future;
- Maintaining the focus on best value service delivery;
- Linking asset management plans with long term financial plans to communicate the risks associated with funding infrastructure needs so that stakeholders (and decision-makers) understand the trade-offs as funding decisions are made;
- Funding submissions and decisions are informed concerning the service level and financial outcomes of a proposal, and its impact on long term financial sustainability;
- Developing skills and supporting service level data, to meet the requirements of the new legislation; and
- Performance reports to understand service trends and predict optimum resource allocation, based upon actual knowledge rather than perception.

Council must effectively plan for financial and long term service delivery with annual reporting to the community on the:

- Cumulative impacts of decisions across all areas of Council operations;
- Impact of decisions on the short, medium and long term financial sustainability; and
- Best value scenario for service delivery and corresponding lifecycle costs for each asset related service.

Controlling and minimising the risk associated to the agenda outlined above, will be addressed through effective development, review and updating of Council's Asset Management Strategy and the Asset Management Plans for each of Councils' core asset groups.

Within each of Council's Asset Management Plans, the custodians will undertake an assessment of the critical risks associated with service delivery. The risk assessment process will identify credible risks, assess the likelihood of the risk event occurring, and what the consequences would be should the risk occur. The results of the assessment will result in a rating for each potential risk and a contingency plan will then be formulated to identify and implement controls developed for all non-acceptable risks associated with the asset.

Risk assessment allows categorisation of the risk level, which then enables generation of a risk matrix and also assists the prioritisation of control measures. An appropriate scale of risk is formulated into the matrix, highlighting the likelihood and consequences associated to those risks. Critical risks (those being assessed as 'Very High - requiring immediate corrective action' or 'High - requiring prioritised corrective action') will be identified into the associated risk management plan and monitored by Council's internal audit regime.

Council has identified a risk scale covering five different levels, those being:

- Very High – Requires immediate corrective action;
- High – Requires prioritised corrective action;
- Moderate – Could require corrective action;
- Low – Unlikely to require corrective action; and
- Very Low – Highly unlikely to require corrective action.

Capability development

The major area for asset management capability development is the integration of service outcomes identified through periodic updates to the Asset Management Strategy, with continuing investment decisions and associated funding in the Long Term Financial Plan (LTFP). Other areas for improvement include the need for planning of new and upgraded assets to include analysis of lifecycle costs (including ongoing operational expenditure), and the internal resources necessary to manage a growing system. A transparent decision making process will inform the different funding level scenarios in the LTFP, and allow collation of a yearly summary as part of Council's new annual reporting requirements under the Integrated Planning and Reporting Framework.

Council's current asset management portfolio makes it difficult to understand the service costs for projected asset capacity over the next 10 years. This will be problematic in communicating to the public the corresponding service level outcomes for operations, maintenance, renewal, upgrade and expansion of the core asset groups. The recommendations for Council's strategic asset development program are listed below (Table 3). Addressing these core asset management practice areas will improve Council's asset management capacity and maturity. Council proffers a staged implementation of these recommendations over the four year cycle for the Delivery Program:

	Action	Recommendation	Theme
R1	Long-Term Financial Plan (LTFP)	Align Council's Long-Term Financial Plan (LTFP) with the costs projected in each of Council's Asset Management (AM) Plans.	Finance, Governance and Management
R2	Data Integrity	Implement data improvement programs so that renewal work in AM Plans /LTFP aligns with remaining asset lifecycle and renewal cost.	Governance and Auditing
R3	Risk Management	Implement a risk management system to manage, monitor and report on risk associated with Policy/Strategy/LTFP.	Governance and Auditing
R4	Condition and Performance Monitoring	Implement condition/performance monitoring to enable an annual review to monitor trends, such as asset condition, functionality and demand/capacity.	Governance and Auditing
R5	Maintenance and Renewal Planning	Utilise improvements in R1-R4 to effectively plan asset use and expenditure for the next 10 years, including a 4-year Delivery Program linked to AM Plans.	Governance and Management
R6	Unit Costs	Provide annual appraisal for current replacement/renewal costs.	Finance and Governance
R7	Oversight	Improve asset management practices, and report annually on the implementation of the Delivery Program and associated risks.	Governance and Management
R8	Roles and Responsibility	Annually review a 'whole of Council' matrix on roles and responsibility, to ensure all high risk areas are managed appropriately.	Governance and Management
R9	Service Levels and Costs	Identify accepted service levels with corresponding costs and report annually on targeted performance.	Governance and Auditing

Table 3

Council must identify additional revenue sources before making decisions on the expansion of services or infrastructure. Appropriate risk management procedures will proffer the capacity to foresee future adverse events, but is highly dependent on individual people within the organisation, and on their capacity to convince others that a possible future risk is a priority.

Without a systematic approach to setting service targets that are achievable, the following failures are likely to occur:

- Unachievable targets due lack of long term funding models for projected service levels;
- Lack of knowledge about operational, maintenance and renewal costs for long term sustainability;
- Adverse findings from external regulators due insufficient planning and resource application toward asset management compliance; and
- Not providing valuable services that align with, and support, Council's infrastructure Asset Management Plans.

Service levels

A fundamental element of Council's Asset Management Plans is the level of service provision. Asset management plans need to define the level of service required for each particular asset. Service levels should be determined through consultation with the community as Council provides these assets for use by the community.

At this stage in Council's asset management planning, Council has focused on documenting existing levels of service, this will be refined as plans are reviewed and more information is known on the condition of assets. A contributing factor that influenced Council to make this decision is the known funding gap between what Council currently spends on maintaining its assets, and what it needs to spend. Many of Council's assets are therefore in a declining condition, which means that in many cases, the current levels of service they provide are deficient.

Levels of service can be defined in two ways in our Asset Management Plans – Community Levels of Service and Technical Levels of Service. **Community Levels of Service** relate to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost/efficiency and legislative compliance. **Technical Levels of Service** are the operational or technical measures relating to performance. This technical support is developed and matched to the relevant services to ensure that the minimum community levels of that service are met. Technical measures relate to service criteria such as: condition, functionality, safety and quality.

The impact of changes in demand for service levels need to be regularly established and accounted for, to provide a clear understanding of cost implications across the lifecycle quality of the service. Expressing and quantifying different levels of service in user terms, helps to examine the range of service levels, thereby providing a measure of different outcomes that Council can provide in line with budgetary constraints. For example, Council could prepare budget and planning scenarios with all Council owned and operated buildings being at a Condition 1 level, the community could then be involved in the decision-making process understanding the trade-offs they need to make in other service areas to achieve that desired result.

Changes in demand for an asset can also have a significant impact on its lifecycle. Council's Asset Management Plans also consider factors that are likely to occur in the future that will have an impact on demand. Factors affecting demand include: population change, changes in demographics, seasonal factors, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness, etc. Trends associated to demand factors and impacts on service delivery will be summarised in each of Council's Asset Management Plans.

Asset management plans

Council's Asset Management Plans outline how Council will manage the asset over time, to ensure that its condition meets community requirements (level of service) and performance (adequate functionality), within the context of existing and projected planning. Council's Asset Management Plans have been prepared for the identified core asset management groups to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future constituents. The key elements of infrastructure asset management are:

- Taking a life cycle approach;
- Developing cost-effective management strategies for the long term;
- Providing a defined level of service and monitoring performance;
- Understanding the demands of expansion through management and infrastructure investment;
- Managing risks associated with asset failures;
- Sustainable use of physical resources; and
- Continuous improvement in asset management practices.

Council has Asset Management Plans current, or at least in Draft format, for the following core asset management groups:

- Roads & Road Assets;
- Bridges & Box Culverts >6 metres;
- Stormwater;
- Water Services;
- Waste Water Services;
- Community Buildings & Land Improvements; and
- Parks & Open Space.

Council has identified the necessity to produce further Asset Management Plans for Waste Facilities, Narrabri Airport and Narrabri Livestock Selling Centre, with these to be created for inclusion in the 2013/14 reporting period. This portfolio will expand further as Council asset management maturity develops and attends an increasing service level obligation.

Legislative requirements dictate that Council's Asset Management Plans for Water Services, Wastewater Services and Stormwater require a Capital Works Program, an Operation Plan and a Maintenance Schedule over a 20-30 year timeframe, identifying the requirements necessary to improve service levels.

Core asset management is a structured approach where analysis is applied at the group or network level. Future revisions of Council's Asset Management Plans will see them move towards more advanced asset management using an approach to gather asset information at a deeper level to support the optimisation of activities and programs in meeting agreed service levels.

Asset management plans are dynamic documents and must undergo periodic update to remain effective as management tools and reference documents.

Conditional Assessment

Understanding the current condition of assets is important for planning purposes, when creating budgets, and developing and reviewing asset management plans. Regular calculation for the condition level of the assets enable profiles (trends) of the conditional assessment to be established. This is useful to determine if the asset condition is deteriorating, and how fast the deterioration is occurring. Understanding current condition also enables assessments to be made on how much it will cost to bring assets back up to a reasonable or satisfactory condition. Recording asset condition also enables Council to more accurately plan future maintenance and renewal plans.

The condition of an asset will generally deteriorate more quickly when insufficient or less than normal maintenance is undertaken and will improve as maintenance and renewal work (or replacement) occurs. Council's asset management planning undertaken to date shows that there is a gap between the current and the required condition of infrastructure assets.

Annual reporting needs to include information on the condition of public works (including public buildings; public roads; water, sewerage and drainage works) under the control of the Council at the end of the financial year, together with:

- Current value estimate of the costs required to bring the works up to a satisfactory standard;
- Current value estimate of the annual expense of maintaining the works at that standard; and
- The Council's program of maintenance for that year in respect of the works.

In determining what the required condition is, the following factors are considered:

- The importance of the asset to the community (the service it provides);
- How the asset is used (functionality);
- Health and safety (risk to users); and
- Amenity and security (visual appearance of the asset and potential security hazards).

One of the key objectives of the Integrated Planning and Reporting reforms introduced the requirement for Council's to improve their long-term planning. Council uses five categories in its conditional assessment of assets (Table 4), so that the situation can be readily compared with the results from consequent auditing.

The conditional assessment for Council's core asset groups are:

Asset Group	Condition 1 Very Good	Condition 2 Good	Condition 3 Fair	Condition 4 Poor	Condition 5 Very Poor
Roads & Road Assets					
Bridges and Box Culverts > 6 m					
Stormwater					
Water Services	10%	30%	40%	20%	Nil
Waste Water Services	20%	10%	40%	30%	Nil
Community Buildings & Land Improvements					
Parks and Open Space					
Waste Facilities					
Narrabri Airport					
Narrabri Livestock Selling Centre					

Table 4

Resourcing strategy

Another requirement of Council's asset management planning is to manage assets on a whole-of-life basis, with costs occurring in all stages of an asset's lifecycle. It is important to attribute the costs to each phase of the lifecycle so that the total costs can be determined to enable better management of decision-making. There are four key stages of costs in an assets lifecycle: 'acquisition', 'operation & maintenance', 'renewal', and 'disposal'. These costs are generally separated into capital costing and recurrent operating expenditure.

The requirement of councils to consider lifecycle costs of an asset in decision-making, is to counter the fact that in the past many organisations and governments, including local councils, made the decision as to whether to acquire a new asset based on initial costing. However, the lifecycle cost also includes: ongoing operation, maintenance expenditure, future renewal, enhancement or replacement of the asset.

Council's Asset Management Plans contains the financial requirements resulting from all the information available about the asset; ie. levels of service, demand forecasts, risk management, lifecycle management and condition. Financial projections will be improved in each plan as further information becomes available on desired levels of service and current/projected future asset performance.

Council's asset management planning has identified that there is a gap between what is required to be spent on maintaining Council's existing assets, and what is actually being spent. This discrepancy is in the order of \$4.4million per annum. The gap has been calculated by averaging the funds required to maintain assets at their current condition over the next ten years.

The gap occurs in the asset groups following, with the **first figure** listed in brackets being an annual rounded figure for application, and the **second figure** bracketed showing the necessary annual injection of funding distribution required to decrease the rate of further decline in these asset groups:

Note: The listing uses rounded figures.

- Roads (**\$2,226,000**) - (**\$2,600,000**)
- Bridges & Box Culverts >6m (**\$238,000**) - (**\$374,000**)
- Stormwater (**\$27,000**) - (**\$64,000**)
- Water Services (**\$379,000**) - (**\$669,000**)
- Waste Water Services (**\$393,000**) - (**\$559,000**)
- Community Buildings (**\$415,000**) - (**\$79,000**)
- Parks and Open Space

Reporting requirements

As Council is the trustee for public assets, it is also responsible for the accounting and management of those assets. Annual reporting to the community is an important part of transparent and accountable local government. Determining satisfactory and sustainable levels of service will be subject to continual refinement and consultation between Council and the community.

Council's achievements in implementing its Asset Management Strategy and Asset Management Plans will be reported to the community in the context of how each Plan has supported Council in meeting the Community Strategic Plan objectives, as well as the Delivery Program and the annual Operational Plan outcomes.

Council will continue to prepare asset reports in accordance with the requirements of the:

- NSW Local Government Act and Regulations;
- NSW Local Government Code of Accounting Practice and Financial Reporting; and
- Australian Accounting Standards Board documentation.

This means that prior to the end of June each year; Council will prepare a report as to its achievements with respect to the implementation of the annual Operational Plan. The report will include any assets acquired by Council during the year and assets held by Council at the end of that year, for each of Council's principal activities.

Financial statements

As part of preparing Council's annual financial statements, balances for acquisition cost, current cost, depreciation charges for the year, accumulated depreciation and net asset revaluation increments in the asset register, will be reconciled with the corresponding control accounts in Council's general ledger. Council will prepare a summary of movements in each of the above-mentioned accounts for each asset category, which will be disclosed in the financial statements as per the list below:

- Asset revaluations;
- Assets acquired;
- Asset disposals (including profit/loss on sale);
- Depreciation charged for the reporting period;
- Accumulated depreciation; and
- Documented current costing.

Disclosure of assets and depreciation is also required in a number of places within the financial statements including:

- Balance Sheet and related notes (total current cost of assets, total accumulated depreciation and total net asset revaluation increments);
- Income Statement and related notes (total depreciation charged for the year);
- Statement of Changes in Equity (net movement in the asset revaluation reserve during the reporting period and total increase in retained surpluses arising from recognition of assets);
- Cash Flow Statement (cash outflows on the acquisition of non-current assets and cash inflows on the disposal of non-current assets);
- Notes to Financial Statements (depreciation charged for the year, recorded acquisition value or current cost), accumulated depreciation and written down current cost for each asset category. Separate disclosure within each asset category of the total value of assets recorded at cost of acquisition and current cost is required, date of valuations where classes of assets are recorded at valuation, details of valuations where that valuation has occurred in the reporting period and description of the accounting policies for recording and valuation of non-current assets, depreciation of non-current assets, leases, joint ventures, real estate assets held for resale and employee entitlements); and
- Special Schedules (depreciation charged for the year, recorded value of asset, accumulated depreciation and impairment, asset condition, estimated cost to bring to a satisfactory standard, required annual maintenance and current annual maintenance).

Conclusion

Council has documented its stated desire to “ensure that investment in community infrastructure is fairly and transparently distributed around the Shire” (Community Strategic Plan). In keeping with that, it is the intention of Council to manage a project that will identify and scope an appropriate plan to invest within Council an Asset Management framework for the future. The system will incorporate all infrastructure assets within a single repository, thereby supporting ease of access to the collated data for input toward financial, operational and delivery schedules.

This initial Asset Management Strategy provides a broad-based approach to the implementation of the necessary stages toward creating the baseline structure of an asset management system within Council. The business of asset management includes the premise that the custodian (Council) is aware of its portfolio, understands its statutory obligations as well as its customer expectations, and also needs to assess future requirements (demand management) and prioritise the risks involved in meeting that demand.

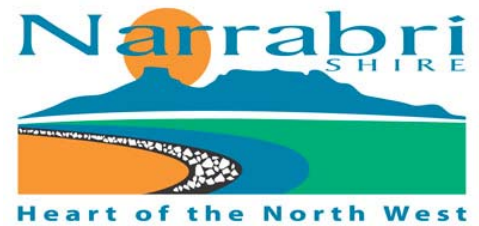
Only when Council has comprehensively defined the current infrastructure asset portfolio will they be able to collate the necessary information to project future scheduling. Continual monitoring, along with ongoing engagement in the community for consultation purposes, will enhance Councils’ ability to develop performance measures for plan improvement to facilitate sustainable service delivery levels. Council needs to engender a continuous improvement attitude, especially with respect to capitalisation, for lifecycle costing including financial/valuation forecasts and projected depreciation. A risk management strategy can then be implemented by Council to mitigate against those identified risks through the provision of qualitative and quantitative data assessment.

The introduction of quality assurance procedures, incorporating auditing protocols, will enhance understanding of the advancing maturity of Councils’ asset portfolio. This, coupled with the information provided through the asset management plans, will then inform the process of appraisal for achieving the desired level of service delivery.

Each type of asset poses its own particular risks which must be appropriately managed. The great diversity of assets require a broad range of skills to manage them and assets of particular types will be managed by separate groups within Council. Separate management of a particular asset type can also cause difficulties when it is conducted by another internal group, who manage their perspective of the asset, rather than in the light of the service/business needs of the Community/Council. Integrating all asset planning within available resources, ensuring appropriate skill-levels align with particular responsibilities, will minimise these difficulties.

Council is committed to improving the Asset Management framework in place through continual consultation with all relevant stakeholders. The Executive group must commit to, and understand, the requirements of these stakeholders to facilitate formation of an adequate mechanism to underpin the integration of services across Council. This integration refers to the planning and setting of expenditure priorities together for all assets Council owns, cognisant of the roles all asset types play in service delivery, and that decisions regarding one asset impact on other assets.

ASSET MANAGEMENT POLICY



Responsible Department: Planning and Development
Responsible Section: Property and Assets
Responsible Officer: Property and Assets Manager

Objective

To ensure adequate provision is made by Council for the long-term management (development, replacement, renewal and maintenance) of infrastructure assets by:

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

Introduction

This policy sets guidelines for the implementation of consistent asset management processes throughout Council. The role of the Council is to:

- Provide stewardship for infrastructure assets.
- Set levels of service, risk and cost within available resources.
- Approve Council asset management policy, strategy and plans.
- Ensure appropriate allocation of asset management resources.
- Evaluate asset management improvement.
- Ensure asset management is part of senior management performance criteria.

This policy reflects the direction set by Council for future desired management and operational practices. It reflects Council's adopted vision, which is:

"Narrabri Shire will be a strong and vibrant regional growth centre providing a quality living environment for the entire Shire community"

Setting policy is one way that Council fulfils its role, setting direction for the organisation and a framework for managers and staff to work within. This policy defines the following principles:

An asset management policy sets the policy framework for asset management and covers the following principles:

- **Service delivery:** Ensuring community needs and levels of services required inform the asset management.
- **Informed decision making:** Ensuring all decisions incorporate a life cycle approach to asset management.
- **Sustainability:** Ensuring that present needs are provided for whilst sustaining resources for future generations.

Council's vision relating to Asset Management

Council recognises that to determine the community's needs and required service levels, holistic consultation is an essential part of asset management. Council will undertake community consultation to determine the need for assets and determination of the service levels required.

Council is committed to identifying life cycle costs. This includes the increase in operating expenses in future budgets as a consequence of all proposals involving new assets and services, or upgrades to existing assets and services. Future life cycle costs will be reported to Council and considered in all decisions relating to new services and assets or the upgrading of existing services and assets. The Policy must be followed at all times by all stakeholders, including councillors, managers and staff.

Scope

This policy applies to all Council Assets.

Definitions

For the purposes of this policy, the following definitions apply.

Asset: An asset is a resource controlled by council as a result of past events and from which future economic, social and environmental benefits are expected to flow to the Council.

Asset Management: The systematic and coordinated activities and practices through which an organisation optimally manages its physical assets, and their associated performance, risks and expenditures over their lifecycle for the purposes of achieving its organisational strategic plan. (Asset Management Standard Public Available Specification 55, published by the British Standards Institute)

Policy

Methodology

This Policy has been developed to ensure that Council complies with the management of its assets as required by the NSW Local Government Act (1993). The Policy outlines Council's commitment to implementing a methodology for systematic asset management which will assist Council with its decision making as well as inform operations. Decisions relating to asset management will be reflected in the strategic objectives, strategies, actions and performance measures outlined in Council's adopted Community Strategic Plan, Delivery Program and Operational Plan which in turn are informed by Council's Asset Management Strategy and Plans.

The Policy also commits Council to implementing asset management best practices across all Departments of Council. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities for service delivery.

Asset Values

Council owns and uses approximately \$385 million (2012) worth of non-current assets to support its core business of delivery of service to the community.

Recognition of Asset Management

Asset management practices impact directly on the core business of Council. Appropriate asset management is required to achieve Council's adopted strategic service delivery objectives for:

Road Infrastructure (including roads, kerb and gutter, footpaths, road signage, bridges and stormwater drains)

"The Shire's strategic objective is to provide sustainable infrastructure. Narrabri Shire is a significant contributor to Australia's wheat and cotton export market and is developing coal and gas reserves. A well maintained, efficient road network is essential to the economic and social prosperity of the Shire."

Water and Sewer Infrastructure

"Council regards the provision of water supply and sewerage system as essential to the well-being of its towns and villages throughout the Shire and thus has embraced the NSW Best Practice Guidelines for the provision of water and sewerage services."

Community Facilities (including parks and gardens, waste management, public buildings, land improvements, Narrabri Airport, cemeteries and saleyards)

"Council is committed to providing facilities that promote a healthy lifestyle, social interaction and provide essential services for residents, visitors and businesses within the Shire."

Link to Council's adopted Community Strategic Plan

Asset management relates directly to Council's Community Strategic Plan. Relevant strategies detailed in the Community Strategic Plan include:

Develop, adopt, monitor and review Levels of Service annually for all key services provided by Council

Provide access to public swimming pools in Narrabri, Wee Waa and Boggabri

Provide library services and facilities for the benefit of the community

Maintain the Crossing Theatre and schedule refurbishment works

Implement Parks and Open Space Asset Management Plan

Community members are regular users of parks, gardens and sporting venues

Provide a safe, reliable and economic waste collection and disposal service which meets modern environmental standards

Manage wastewater and effluent in a sustainable manner

Continued liaison with Government Agencies and other agencies that manage tourism assets

Develop and adopt Airport Asset Management Plan

Lobby State and Commonwealth Government for infrastructure and service provision

Ensure that all public buildings are developed, renewed and maintained at adopted service levels for the use of Council and the community

Provide a secure, reliable water supply to the community

Develop and adopt Business Plan for the Narrabri Livestock Selling Centre (Saleyards)

Provide modern depots and reliable Plant to support the infrastructure activities to meet best practice management principles

Reduction of complaints about status of roads

Provide lasting repair solutions to Council owned roads

Reduction in property and infrastructure damage due to floods

Minimal negativity concerning the quality and availability of water supplies with the Shire

Minimal negativity concerning the quality and availability of sewage collection and treatment systems with the Shire

Infrastructure Improvements

Improved funding for infrastructure and services

Ensure that investment in community infrastructure is fairly and transparently distributed around the Shire

Develop and review Integrated Planning Documents to cover all of Council's responsibilities, current and into the future

Maintain an assets register that includes all of the Council's assets

Ensure Asset Management Strategy, Policy and Plans provide best practice directions for the development, renewal and maintenance of all of Council's infrastructure assets

Develop and implement an Asset Management Program that identifies all factors required for implementing the Asset Management Strategy and Plans

Implement Buildings and Land Improvements Asset Management Plan

Maintain & update Asset Management Plans

Develop and adopt Waste Asset Management Plan

Manage and operate cemeteries to meet all legislative requirements

Link to Service Delivery

A strategic approach to asset management will ensure that the Council delivers through its assets the highest level of service it can with the resources it has. This will benefit:

- Members of the public and staff.
- Council's financial position.

- The ability of Council to deliver the expected level of service and infrastructure.
- The political environment in which Council operates.
- The legal liabilities of Council.

Principles

1. Council's Asset Management Strategy and Plans will have a minimum timetable of ten (10) years and will require three different but interlocking planning periods:
 - A rolling 10-20+ year forecast, linked to the Community Strategic Plan and Long Term Financial Plan.
 - 4 years to guide asset decisions flowing from the Delivery Program.
 - An annual plan detailing the actions to be implemented in the Operational Plan.

2. Council is committed to developing and implementing an Asset Management Strategy and appropriate best-practice asset management plans and operational practices throughout all Departments of Council.

Council's commitment will take into account relevant legislation; and political, environmental, economic and social factors of relevance to community needs. Council is committed to the introduction of a proactive management system which includes:

- Asset registers.
- Asset condition assessments.
- Asset maintenance and management systems.
- Strategic planning capabilities.
- Predictive modelling.
- Deterioration modelling.
- Risk analysis.
- Lifecycle costing.

3. Asset development and renewal will be:
 - Driven by community needs as reflected in the Community Strategic Plan,
 - Identified in Council's long term Asset Management Plans,
 - Accounted for in Council's Long-term Financial Plan, and
 - Reflected in the Delivery Program and Operational Plan.
4. Council is committed to developing and adopting service levels in its Asset Management Plans.
5. Council is committed to prioritising asset development, renewal and maintenance based upon agreed service levels, the ability of the current assets to meet the needs of the community, and Council's available resources.
6. Systematic and cyclic reviews will be applied to all Strategies and Plans to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice Australian

Standards including the Australian Accounting Standards Board's AASB 116. This will be done on an annual basis.

History

MINUTE NUMBER:	MEETING DATE:	DESCRIPTION OF CHANGE:
472/2011	16 August 2011	Adopted
419/2013	25 June 2013	Reviewed