



# **MINUTES**

## **Junior Council**

**Minutes of Junior Council Meeting  
held Thursday 25<sup>th</sup> May 2017  
in Council Chambers,  
80 Monger Street, Bencubbin  
commencing at 11:00am.**

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John Nuttall  
Chief Executive Officer

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# MINUTES

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John Nuttall  
Chief Executive Officer

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## **1.0 Declaration of Opening / Announcement Of Visitors**

Meeting opened at 11.33am.

## **2.0 Record of Attendance/Apologies**

Noah Clare	Junior Councillor
Hayden Blackshaw	Junior Councillor
Ryder Gillett	Junior Councillor
Kayla Sanders	Junior Councillor
Ana Johnson	Junior Councillor
Lara Macdonald	Junior Councillor
Nathan Dunne	Junior Councillor
Jarrold Poole	Junior Councillor
Tayla Beagley	Junior Councillor
Lillian Gibson	Junior Councillor
Olivia Faulkner	Junior Councillor
Brooke Poole	Junior Councillor
Holly Dunne	Junior Councillor
Paitence Slater	Junior Councillor
William Munns	Junior Councillor
Julian Munns	Junior Councillor
Mrs Sally Putt	Community Development Officer
Mrs Megan Beagley	Beacon Primary School
Mrs Katherine McArdle	Bencubbin Primary School

## **3.0 Election of Chairman**

It was declared Ryder Gillett and Julian Munns would share the Chairperson role for the meeting.

## **4.0 Confirmation of Minutes of Previous Meetings**

Due to a new Council we are unable to move that the minutes are true and correct. The Community Development Officer was present and can confirm the minutes were a true and correct reflection of the meeting held on 2 June 2017.

## **5.0 Petitions / Deputations / Presentations / Submissions**

Nil.

**6.0 Reports of Officers**

**6.1 Community Development Officer**

**6.1.1 Bencubbin Cricket Nets**

<b>File No:</b>	C3/3
<b>Location/Address:</b>	Mt Marshall District
<b>Name of Applicant:</b>	Junior Councillor Blackshaw
<b>Author:</b>	Sally Putt – Community Development Officer
<b>Attachments:</b>	6.1.1 – Letter from Junior Councillor Blackshaw
<b>Declaration of Interest:</b>	Nil
<b>Statutory Environment</b>	Nil
<b>Relevant Plans &amp; Policy:</b>	Shire Sport & Recreation Master Plan
<b>Voting Requirements:</b>	Simple Majority

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**Background:**

Correspondence was received from Junior Councillor Blackshaw to improve the functionality of the cricket nets at the Bencubbin recreation grounds. His improvements include using heavier artificial grass as the current turf continues to blow up in the wind and drilling holes at the end of the nets so people can BYO wickets.

**Financial Implications:**

To be investigated.

**Comment:**

It is fantastic to see the cricket nets utilised by community members. The existing turf is an issue as it frequently blows up off the concrete in storms. It requires multiple people to glue it down in place and a special sports glue is used. Heavier turf is a great idea and could solve this issue. It is proposed the Community Development Officer investigates the costs of new heavier turf and enquires if any other sports glue would be appropriate. It would also be a good opportunity to speak to the Bencubbin Cricket Club regarding the holes for wickets to see what the best solution would be, as the club use the nets occasionally and would understand what is required. The outcomes from these investigations could then be included in the 2017/18 draft budget prepared for Council to consider.

**OFFICER'S RECOMMENDATION:**

***That the Junior Council recommends to Council that the cost of heavier turf and other sports glue options for the Bencubbin Cricket Nets be investigated.***

***Moved: Jr Cr Blackshaw***

***Seconded: Jr Cr Gibson***

***Lost: 5/16***

**ATTACHMENT 6.1.1**

22/05/2017

Dear Members of the Mt Marshall Council,

I believe that the cricket nets may need to be changed in a few ways to make the cricket nets even BETTER! I think that we need holes at the end of the nets so children and adults can bring their own wickets. My uncle and I have been using a plank of wood as a wicket which has now been snapped in a big storm.

We also need better and heavier artificial grass because when there are big gusts of wind the mat gets blown to the side of the nets. It gets creases and it gets hard to move because the creases make it easier for the wind to blow the mat away.

I have noticed that the white marking is starting to fade away so I think we should paint the marking every year. So when families go down to the oval to play cricket. They have nets to play cricket on special days or just normal days you just decide to go down.

Thank you for listening to my requests.

Yours sincerely

Hayden Blackshaw



**6.1.2 Mt Marshall Aquatic Centre**

<b>File No:</b>	C3/3
<b>Location/Address:</b>	Mt Marshall District
<b>Name of Applicant:</b>	Junior Councillor Gillett
<b>Author:</b>	Sally Putt – Community Development Officer
<b>Attachments:</b>	6.1.2 – Letter from Junior Councillor Gillett
<b>Declaration of Interest:</b>	Nil
<b>Statutory Environment</b>	Nil
<b>Relevant Plans &amp; Policy:</b>	Shire Sport & Recreation Master Plan
<b>Voting Requirements:</b>	Simple Majority

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**Background:**

Correspondence was received from Junior Councillor Gillett regarding the Mt Marshall Aquatic Centre closure. He suggested the Shire repair the cracks in one half of the pool then block the rest off and create a garden area with it, then it could be reopened for people to use again.

**Financial Implications:**

Nil

**Comment:**

The Mt Marshall Aquatic Centre was unfortunately closed to the public in 2016 due to its deteriorating state and high water loss. The pool was losing over 20,000L of water every day it was open. The Shire of Mt Marshall have engaged consultants to investigate the needs and feasibility of rebuilding or relocating an aquatic facility within our Shire. A range of options will be investigated, including potentially using the existing bowl of the pool. The consultants will be holding community meetings in early July and would welcome any feedback from Junior Councillors as to what kind of aquatic facility they would like to see in the future for our Shire.

**OFFICER'S RECOMMENDATION:**

***That Junior Council submit feedback to Council on the type of aquatic facility they would like.***

***Moved: Jr Cr Sanders***

***Seconded: Jr Cr H Dunne***

***Carried:15/16***

**ATTACHMENT 6.1.2**

22/05/2017

Dear Members of the Mt Marshall Council,

I have some ideas of what I would like to change in our town. I would like to have the school staff car park completely just blue metal because people that park there when it's raining gets their cars dirty and it also becomes extremely slippery and muddy. Some staff members have slipped and stacked it, causing some injuries.

The pool was a big thing in our town so I think we should put a wall at 35 metres in the pool and fix all the cracks in that space and fill the deep end up with soil and put a nice garden there. So we can re-open the pool and have more people in our town.

Finally, I believe the Benny Mart's prices are too high and they don't have enough fruit and vegetables. So I think that the Benny Mart should put down their prices and they should start to grow fruit and vegetables in the unused greenhouse behind the Benny Mart and then our town might have a bigger population.

Thank you in advance.

Sincerely,

Ryder Gillett.



### **6.1.3      Railway Lights**

<b>File No:</b>	C3/3
<b>Location/Address:</b>	Mt Marshall District
<b>Name of Applicant:</b>	Junior Councillor Dunne & Gibson
<b>Author:</b>	Sally Putt – Community Development Officer
<b>Attachments:</b>	6.1.3 – Letter from Junior Councillor Dunne & Gibson
<b>Declaration of Interest:</b>	Nil
<b>Statutory Environment</b>	Nil
<b>Relevant Plans &amp; Policy:</b>	Nil
<b>Voting Requirements:</b>	Simple Majority

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#### **Background:**

Correspondence was received from Junior Councillor Dunne & Junior Councillor Gibson requesting railway lights at the Ayres Road crossing. They are concerned for the safety of drivers using the intersection and think it would help people who live or own a farm and use the road often.

#### **Financial Implications:**

Nil

#### **Comment:**

All railway crossing lights within Western Australia are leased by the Department of Main Roads, they work across the state to ensure crossings on main roads are safe for vehicles and trains.

Main Roads have policies in place to guide them in determining what railway crossings require what type of warning systems for drivers, this includes give way signs, stop signs, flashing lights and boom barriers. They take a lot of different factors into consideration to decide what's appropriate, including train speed, road speed limit, corners and visibility. Main Roads are required to work within a set budget each year which means they cannot go out and install lights at every crossing in the state as they would go over budget, they work out priorities to complete. While the Shire is not able to request lights, they can submit their feedback to Main Roads. I can pass this letter onto our Works Supervisor for consideration as he liaises with contacts from the Department of Main Roads on a regular basis.

#### **OFFICER'S RECOMMENDATION:**

***That the Junior Council recommends to Council that it lobbies for an upgrade of the Ayres Road Railway Crossing.***

***Moved: Jr Cr Beagley***

***Seconded: Jr Cr N Dunne***

***Carried: 14/16***

**ATTACHMENT 6.1.3**

24/5/2017

Dear Councillors,

We would like to have some railway lights at the Ayres Road crossing because many drivers go fast and the area is poorly lit at night. We know that nobody has lost a life at the crossing but there is a first for everything, with railway lights we can prevent this from happening. Many people use this crossing to travel to and from Beacon. Although, it is not a high priority for this shire we believe it would help the people who live or own a farm and use this area of road often.

Kind regards,

Nathan Dunne and Lillian Gibson

Student Council

Beacon Primary School

#### **6.1.4 Water Sewage Recycling**

<b>File No:</b>	C3/3
<b>Location/Address:</b>	Mt Marshall District
<b>Name of Applicant:</b>	Junior Councillor Poole & Beagley
<b>Author:</b>	Sally Putt – Community Development Officer
<b>Attachments:</b>	6.1.4 – Letter from Junior Councillor Poole & Beagley
<b>Declaration of Interest:</b>	Nil
<b>Statutory Environment</b>	Nil
<b>Relevant Plans &amp; Policy:</b>	Nil
<b>Voting Requirements:</b>	Simple Majority

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#### **Background:**

Correspondence was received from Junior Councillor Poole & Junior Councillor Beagley requesting a water sewage recycling program in Beacon. They support this program as it would allow people to water plants and lawn any time without restrictions.

#### **Financial Implications:**

Nil

#### **Comment:**

Water Sewage recycling programmes are run in various states across Australia, providing a range of benefits to water authorities and users. Unfortunately due to the way sewage systems have been set up in our Shire's communities, it is not possible for the Shire to implement a water sewage recycling program for all residents. The recycling of water would require deep water sewage which leads into a tank for treatment. All housing blocks within our Shire have their own individual leach drain and septic set ups and do not interlink. It is however possible for owners of houses within our Shire to implement their own water sewage recycling program, the Shire Environmental Health Officer would be able to assist people interested and advise if this is something they could do on their own property.

#### **OFFICER'S RECOMMENDATION:**

*That the information is received.*

**Moved: Jr Cr W Munns**

**Seconded: Jr Cr Clare**

**Carried: 16/16**



**ATTACHMENT 6.1.4**

24 of May 2017

Dear Councillors,

We would like to know if we could get a water sewage recycling program in Beacon. This would allow people to water plants or lawn any day of the week. We think it could benefit the attractiveness of the town through having more greenery and colourful flowers.

Kind regards,

Jarrold and Tayla

Student Councillors

Beacon Primary School

### 6.1.5 Kerbing in Bencubbin

<b>File No:</b>	C3/3
<b>Location/Address:</b>	Mt Marshall District
<b>Name of Applicant:</b>	Junior Councillor Johnson
<b>Author:</b>	Sally Putt – Community Development Officer
<b>Attachments:</b>	6.1.5 – Letter from Junior Councillor Johnson
<b>Declaration of Interest:</b>	Nil
<b>Statutory Environment</b>	Nil
<b>Relevant Plans &amp; Policy:</b>	Nil
<b>Voting Requirements:</b>	Simple Majority

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#### **Background:**

Correspondence was received from Junior Councillor Johnson regarding the kerbing along Bencubbin streets. She is concerned there is such a big gap between the road and path and would like the paths in Hammond and Murray Street to have ramps installed to go onto the roads to make them safer for bike riders and walkers.

#### **Financial Implications:**

Nil

#### **Comment:**

Junior Councillor Johnson raises a valid point about accessing footpaths as there are several locations around Bencubbin & Beacon where the footpaths are older and they were never done with ramp access.

Council develops a Schedule of Footpaths Works Plan which outlines any works proposed to be completed in the future year's budget. This prioritises the work which will be undertaken. The Works Supervisor is in charge of preparing this plan so it is proposed he is notified of Junior Councillor Johnson's concerns.

#### **OFFICER'S RECOMMENDATION:**

***That the Junior Council recommends to Council that the need for ramps on Hammond & Murray Street footpaths is investigated for inclusion in the 2017/18 Schedule of Footpaths Works.***

**Moved: Jr Cr J Munns**

**Seconded: Jr Cr W Munns**

**Carried: 16/16**

**ATTACHMENT 6.1.5**

22/05/2017

Dear members of the Shire of Mt Marshall Council,

I'm writing to you to discuss a problem that I believe the residents of Bencubbin, particularly on Hammond and Murray Street come across on a daily basis.

As a child who rides a scooter and bike around town I find it very dangerous going up and down the kerbs when there is such a big gap in between the road and the path. There have been many times were I have almost come off one of the two, or have become air born as I walk them across the road.

We encourage exercising and healthy lifestyles in Bencubbin, so lots of the mums walk to the shops to purchase their groceries or get their mail. Once the prams are full, it makes it very difficult for the mums to push them up the kerbs, resulting in them having to push their prams on the road. This becomes very frustrating when a mother has just walked her child to sleep and the impact of the kerb wakes them up.

All I am asking for is for each of the path ways in Hammond and Murray Street (possibly around town- I'm not too sure if it needs it as I don't go up that way) to have a ramp at the end to go onto the roads to make it more convenient for pedestrians and safer for everyone who rides their bikes or scooters.

I hope you consider my request.

Yours sincerely,

Ana Johnson

#### 6.1.6 Lindsay Street Hazard

<b>File No:</b>	C3/3
<b>Location/Address:</b>	Mt Marshall District
<b>Name of Applicant:</b>	Junior Councillor – Faulkner, Poole & Dunne
<b>Author:</b>	Sally Putt – Community Development Officer
<b>Attachments:</b>	6.1.6 – Letter from Junior Councillors Faulkner, Poole & Dunne
<b>Declaration of Interest:</b>	Nil
<b>Statutory Environment</b>	Nil
<b>Relevant Plans &amp; Policy:</b>	Nil
<b>Voting Requirements:</b>	Simple Majority

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#### **Background:**

Correspondence was received from Junior Councillor Faulkner, Poole & Dunne regarding a hazard on Lindsay Street, Beacon. They have noticed a ditch in the road which holds water and can be an issue for vehicles using the road.

#### **Financial Implications:**

Nil

#### **Comment:**

The Shire of Mt Marshall is responsible for maintaining the roads network and ensuring they are safe for all road users. Each year, the Shire develops a Schedule of Works Plan which outlines any road works proposed to be completed in the future year's budget. The Works Supervisor is in charge of delivering this plan. It is proposed that the Junior Councillors provide a map of the location of the hazard which will be passed on to the Works Supervisor to investigate further and repair if required.

#### **OFFICER'S RECOMMENDATION:**

***That the Junior Council recommends to Council that the hazard located on Lindsay Street, Beacon be investigated further and repaired if necessary.***

**Moved: Jr Cr Slater**

**Seconded: Jr Cr J Poole**

**Carried: 16/16**

**ATTACHMENT 6.1.6**

Dear Councillors,

We are writing to you to ask if we can have the ditch in the road on Linzy Street filled in. If the ditch holds water the hole can become a hazard for vehicles. It is also making the road deteriorate more.

We would appreciate if you can do this for us.

Yours sincerely,

Olivia, Brooke and Holly  
Beacon Student Councillors

### 6.1.7 Town Drainage & Private Enterprises

<b>File No:</b>	C3/3
<b>Location/Address:</b>	Mt Marshall District
<b>Name of Applicant:</b>	Junior Councillor Sanders
<b>Author:</b>	Sally Putt – Community Development Officer
<b>Attachments:</b>	6.1.7 – Letter from Junior Councillor Sanders
<b>Declaration of Interest:</b>	Nil
<b>Statutory Environment</b>	Nil
<b>Relevant Plans &amp; Policy:</b>	Nil
<b>Voting Requirements:</b>	Simple Majority

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**Background:**

Correspondence was received from Junior Councillor Sanders regarding her concerns with town drainage and the puddles following wet weather. Junior Councillor Sanders also would like to see a bakery established in Bencubbin as it would benefit people living in the area.

**Financial Implications:**

Nil

**Comment:**

Providing adequate drainage solutions in our towns is important to ensure residents are not effected during wet weather storms. The Shire's works crew monitor and maintain town drains throughout the year to improve our drainage solutions and minimise the impact rain has on our residents.

The Shire encourages private enterprises to start businesses within our communities and advertises commercial premises when they are available. We think a bakery would be a great addition to our Shire and should the Shire be approached by anyone wishing to open one we would be happy to assist them within the confines of our responsibilities.

**OFFICER'S RECOMMENDATION:**

*That the information be received.*

**Moved: Jr Cr Beagley**

**Seconded: Jr Cr Faulkner**

**Carried: 13/16**

**ATTACHMENT 6.1.7**

22/05/2017

Dear members of the Mt Marshall Shire Council,

I believe that we should get better drainage along all roads of Bencubbin. I am saying this because your back gets wet every time you go through the puddles. If you go through the puddles in your car your car will get covered in mud and you'll have to wash your car. Also if you're on your bike you'll get mud all over you. So I'm just asking if you can find some time and try to get to that that would be great.

I'll also believe we should have a bakery. I think this because we love donuts, bread products, pies and a variety of other treats that you can purchase from bakeries. People would buy so many things and it would make the town lots of money. We could have freshly made food which would benefit everyone when it comes to making afternoon tea for guests and even on sports days. By having a bakery, it would mean another family or families coming into town to work. Do we know of any Asian people who want to cook up a storm in Bencubbin? Asians are the best owners and bakers of bakeries. Imagine how many people will come from other towns for fresh food?

Thank you,

Yours sincerely,



Kayla Sanders

### 6.1.8 Beacon Cricket Nets

<b>File No:</b>	C3/3
<b>Location/Address:</b>	Mt Marshall District
<b>Name of Applicant:</b>	Junior Councillor Munns & Slater
<b>Author:</b>	Sally Putt – Community Development Officer
<b>Attachments:</b>	6.1.8 – Letter from Junior Councillor William & Patience
<b>Declaration of Interest:</b>	Nil
<b>Statutory Environment</b>	Nil
<b>Relevant Plans &amp; Policy:</b>	Nil
<b>Voting Requirements:</b>	Simple Majority

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**Background:**

Correspondence was received from Junior Councillor Munns & Slater regarding the Beacon cricket nets deteriorating state. They raised the fact that holes in the current nets mean the balls easily go through them and creating a hazard for people surrounding the outside. They requested new nettings and a black hard matting to go halfway up the net and expressed their willingness to help fundraise for the materials.

**Financial Implications:**

Nil

**Comment:**

The Beacon cricket nets are deteriorating in condition with many holes starting to show. Council has considered making improvements over the past few budgets, unfortunately in the last budget the tiles for the basketball court was completed as it was viewed as a higher priority.

The Finance & Administration Manager is currently drafting the 2017/18 budget for Council to consider, it is proposed that the costs for repairs are included for their consideration.

**OFFICER'S RECOMMENDATION:**

***That the Junior Council recommends to Council that funds for the repairs to the Beacon Cricket Nets be presented in the 2017/18 draft budget for consideration by Council.***

**Moved: Jr Cr N Dunne**

**Seconded: Jr Cr Sanders**

**Carried: 16/16**



**ATTACHMENT 6.1.8**

Dear Councillors,

We are writing this letter to ask if we can get new cricket nets for cricket practice at our oval because our current nets have holes and are deteriorating. When we hit the ball it will either go through a hole or fly really far way. The nets are not very protective and can't stop the ball very well. We also need to put black hard matting half way up the net. One net would cost approximately \$300 and we would help fundraise for the money.

Yours sincerely,

William and Patience  
Student Councillors

Beacon Primary School

**6.1.9 Toy Library**

<b>File No:</b>	C3/3
<b>Location/Address:</b>	Mt Marshall District
<b>Name of Applicant:</b>	Junior Councillor Macdonald
<b>Author:</b>	Sally Putt – Community Development Officer
<b>Attachments:</b>	6.1.9 – Letter from Junior Councillor Macdonald
<b>Declaration of Interest:</b>	Nil
<b>Statutory Environment</b>	Nil
<b>Relevant Plans &amp; Policy:</b>	Nil
<b>Voting Requirements:</b>	Simple Majority

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**Background:**

Correspondence was received from Junior Councillor Macdonald requesting the Shire provide a Toy Library for families to access. As kids quickly outgrow toys this would be a great opportunity for kids to have access to toys that suit them and they could be stored within the Shire.

**Financial Implications:**

Nil

**Comment:**

A Toy Library provides a great opportunity for families to access toys for their children whilst growing up. The Beacon Playgroup currently run a successful toy library with all the toys stored in the Beacon Town Hall and the checkout system is managed by Playgroup members. Many families in the area have used their service.

Unfortunately it is not appropriate for the Shire to take on such a role as it would require staffing, storage and management to operate. This function is more appropriate for community groups to operate and it could also potentially be used for fundraising purposes. It is proposed that the Bencubbin Playgroup are informed of Junior Councillor MacDonalds request.

**OFFICER'S RECOMMENDATION:**

***That the Junior Council recommends to Council that the Bencubbin Playgroup are informed of Junior Councillor MacDonalds request for a Toy Library system.***

**Moved: Jr Cr J Munns**

**Seconded: Jr Cr Macdonald**

**Carried: 16/16**

**ATTACHMENT 6.1.9**

22/05/2015

Dear members of the Mt Marshall Shire Council,

I'm writing to you today to enquire whether you can help the families out by providing them with a variety of toys which they can borrow for educational purposes on a regular occasion in the form of a Toy Library.

Firstly, most of the parents drive to Perth with the family, so room in the car can become limited to store toys and some can't afford the toys that they want to get their kids. So we really would like to have a toy library for the kids in Bencubbin. Kids these days go through what they like about toys quickly (outgrow), so this would be perfect. This would also be a great thing for all primary school aged children as well.

Secondly, if the Shire is able to store a toy library all the kids in town would be happy to borrow toys from a toy library to use.

Thank you for listening and reading my letter. I hope you consider getting a Toy Library for us.

Sincerely,

Lara Macdonald

**7.0 New Business of an Urgent Nature Introduce by Decision of the Meeting**

Nil.

**8.0 Next Meeting**

To be advised.

**9.0 Closure of Meeting**

Meeting closed at 12.14pm.



Shire of Mt Marshall

— THE SANDALWOOD SHIRE —

# CODE OF CONDUCT

FOR ELECTED MEMBERS, COMMITTEE  
MEMBERS, STAFF AND CONTRACTORS

September 2017

Adopted 2001, Reviewed/adopted March 2006, June 2016 and September 2017



## **1. PREAMBLE**

The Shire of Mt Marshall's Code of Conduct provides elected members and staff at the Shire of Mt Marshall with consistent guidelines for an acceptable standard of professional conduct. The Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability.

This Code is complementary to the principles adopted in the *Local Government Act 1995* (the Act) and regulations which incorporates four fundamental aims to result in :-

- (a) better decision-making;
- (b) greater community participation in the decisions and affairs of the Shire;
- (c) greater accountability of the Shire to their communities; and
- (d) a more efficient and effective local government.

The Code provides a guide and a basis of expectations for elected members and staff. It encourages a commitment to ethical and professional behaviour and outlines principles in which individual and collective responsibilities may be based.

## **2. STATUTORY ENVIRONMENT**

The Shire of Mt Marshall's Code of Conduct observes statutory requirements of the *Local Government Act 1995* (S 5.103 – *Codes of Conduct*) and *Local Government (Administration) Regulations 1996* (Regs 34B and 34C).

## **3. ENFORCEMENT OF THE CODE**

Any member of Council Staff, Councillor or Contractor who has concerns with an actual, perceived, potential, intended or unintended breach of a specific provision or spirit of the Code of Conduct should discuss their concerns, confident of the confidentiality of the discussion, with their immediate Manager, the Chief Executive Officer (CEO) or President.

Any actions taken as a result of a breach will be made in accordance with the provisions of any applicable legislative requirements and Councils responsibilities as an employer or a Principal.

## **4. RULES OF CONDUCT**

Council Members acknowledge their activities, behaviour and statutory compliance obligations may be scrutinised in accordance with prescribed rules of conduct as described in *the Local Government Act 1995* and *Local Government (Rules of Conduct) Regulations 2007*.

## **5. ROLES**

### **5.1 Role of Council Member**

The primary role of a Council Member is to represent the community, and the effective translation of the community's needs and aspirations into a direction and future for the Shire will be the focus of the Council Member's public life.

The Role of Council Members as set out in S 2.10 of the Act follows:

*"A Councillor —*

- (a) Represents the interests of electors, ratepayers and residents of the district;*
- (b) provides leadership and guidance to the community in the district;*
- (c) provides leadership and guidance to the community in the district;*
- (d) facilitates communication between the community and the council;*
- (e) participates in the local government's decision-making processes at council and committee meetings; and*
- (f) performs such other functions as are given to a Councillor by this Act or any other written law."*

A Council Member is part of the team in which the community has placed its trust to make decisions on its behalf and the community is therefore entitled to expect high standards of conduct from its elected representatives. In fulfilling the various roles, Council Members activities will focus on:

- achieving a balance in the diversity of community views to develop an overall strategy for the future of the community;
- achieving sound financial management and accountability in relation to the Shire's finances;
- ensuring that appropriate mechanisms are in place to deal with the prompt handling of residents' concerns;
- working with other governments and organisations to achieve benefits for the community at both a local and regional level;
- having an awareness of the statutory obligations imposed on Council Members and on the Shire.

In carrying out its functions the Shire is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

## **5.2 Role of Staff**

The role of staff is determined by the functions of the CEO as set out in S 5.41 of the Act 1995 :-

*"The CEO's functions are to —*

- (a) advise the council in relation to the functions of a local government under this Act and other written laws;*
- (b) ensure that advice and information is available to the council so that informed decisions can be made;*
- (c) cause council decisions to be implemented;*
- (d) manage the day to day operations of the local government;*



- (e) liaise with the mayor or president on the local government's affairs and the performance of the local government's functions;*
- (f) speak on behalf of the local government if the mayor or president agrees;*
- (g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to S 5.37(2) in relation to senior employees);*
- (h) ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and*
- (i) perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO."*

### **5.3 Role of Council**

The Role of the Council is in accordance with S 2.7 of the Local Government Act 1995 :

*"(1) The council —*

- (a) directs and controls the local government's affairs; and*
- (b) is responsible for the performance of the local government's functions.*

*(2) Without limiting subsection (1), the council is to —*

- (a) oversee the allocation of the local government's finances and resources; and*
- (b) determine the local government's policies."*

### **5.4 Relationships between Council Members and Staff**

An effective Councillor will work as part of the Council team with the Chief Executive Officer and other members of staff. That teamwork will only occur if Council Members and staff have a mutual respect and co-operate with each other to achieve the Council's corporate goals and implement the Council's strategies. To achieve that position, Council Members need to observe their statutory obligations which include, but are not limited to, the following:

- accept that their role is a leadership, not a management or administrative one;
- acknowledge that they have no capacity to individually direct members of staff to carry out particular functions;
- refrain from publicly criticising staff in a way that casts aspersions on their professional competence and credibility.

## **6. CONFLICT AND DISCLOSURE OF INTEREST**

### **6.1 Conflict of Interest**

- (a) Council Members, Committee Members and staff will ensure that there is no actual (or perceived) conflict of interest between their personal interests and the impartial fulfilment of their professional duties.*
- (b) Staff will not engage in private work with or for any person or body with an interest in a proposed or current contract with the Shire of Mt Marshall, without first making disclosure to the Chief Executive Officer. In this respect, it does not matter whether advantage is in*

fact obtained, as any appearance that private dealings could conflict with performance of duties must be scrupulously avoided.

- (c) Council Members, Committee Members and staff will lodge written notice with the Chief Executive Officer describing an intention to undertake a dealing in land within the Shire area or which may otherwise be in conflict with the Council's functions (other than purchasing the principal place of residence).
- (d) Council Members, Committee Members and staff who exercise a recruitment or other discretionary function will make disclosure before dealing with relatives or close friends and will disqualify themselves from dealing with those persons.
- (e) Staff will refrain from partisan political activities which could cast doubt on their neutrality and impartiality in acting in their professional capacity. An individual's rights to maintain their own political convictions are not impinged upon by this clause. It is recognised that such convictions cannot be a basis for discrimination and this is supported by anti-discriminatory legislation.

## **6.2 Financial Interest**

Council Members, Committee Members and staff will adopt the principles of disclosure of financial interest as contained within the Local Government Act.

## **6.3 Disclosure of Interest**

### *Definition :*

*In this clause, and in accordance with Regulation 34C of the Local Government (Administration) Regulations 1996 –*

*“interest” means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.*

- (a) A person who is an employee and who has an interest in any matter to be discussed at a council or committee meeting attended by the person is required to disclose the nature of the interest -
  - (i) in a written notice given to the CEO before the meeting; or
  - (ii) at the meeting immediately before the matter is discussed.
- (b) A person who is an employee and who has given, or will give, advice in respect of any matter to be discussed at a council or committee meeting not attended by the person is required to disclose the nature of any interest the person has in the matter -
  - (i) in a written notice given to the CEO before the meeting; or
  - (ii) at the time the advice is given.
- (c) A requirement described under items (a) and (b) exclude an interest referred to in S 5.60 of the Local Government Act 1995.
- (d) A person is excused from a requirement made under items (a) or (b) to disclose the nature of an interest if -
  - (i) the person's failure to disclose occurs because the person did not know he or she had an interest in the matter; or
  - (ii) the person's failure to disclose occurs because the person did not know the matter in which he or she had an interest would be discussed at the meeting and the person discloses the nature of the interest as soon as possible after becoming aware of the discussion of a matter of that kind.

- (e) If a person who is an employee makes a disclosure in a written notice given to the CEO before a meeting to comply with requirements of items (a) or (b), then -
  - (i) before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
  - (ii) immediately before a matter to which the disclosure relates is discussed at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present.
- (f) If -
  - (i) to comply with a requirement made under item (a), the nature of a person's interest in a matter is disclosed at a meeting; or
  - (ii) a disclosure is made as described in item (d)(ii) at a meeting; or
  - (iii) to comply with a requirement made under item (e)(ii), a notice disclosing the nature of a person's interest in a matter is brought to the attention of the persons present at a meeting,
 the nature of the interest is to be recorded in the minutes of the meeting.

## 7. PERSONAL BENEFIT

### 7.1 Use of Confidential Information

Council Members, Committee Members and staff will not use confidential information to gain improper advantage for themselves or for any other person or body, in ways which are inconsistent with their obligation to act impartially and in good faith, or to improperly cause harm or detriment to any person or organisation.

### 7.2 Intellectual Property

The title to Intellectual Property in all duties relating to contracts of employment will be assigned to the Shire upon its creation unless otherwise agreed by separate contract.

### 7.3 Improper or Undue Influence

Council Members and staff will not take advantage of their position to improperly influence other Council Members or staff in the performance of their duties or functions, in order to gain undue or improper (direct or indirect) advantage or gain for themselves or for any other person or body.

### 7.4 Gifts

#### *Definitions :*

*In this clause, and in accordance with Regulation 34B of the Local Government (Administration) Regulations 1996 -*

**“activity involving a local government discretion”** means an activity -

- (a) that cannot be undertaken without an authorisation from the local government; or*
- (b) by way of a commercial dealing with the local government;*

**“gift”** has the meaning given to that term in S 5.82(4) except that it does not include -

- (a) a gift from a relative as defined in S 5.74(1); or*
- (b) a gift that must be disclosed under Regulation 30B of the Local Government (Elections) Regulations 1997; or*
- (c) a gift from a statutory authority, government instrumentality or non-profit association for professional training;*

***“notifiable gift”***, in relation to a person who is an employee, means -

- (a) a gift worth between \$50 and \$300; or*
- (b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth between \$50 and \$300;*

***“prohibited gift”***, in relation to a person who is an employee, means -

- (a) a gift worth \$300 or more; or*
- (b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth \$300 or more.*

- (a) A person who is an employee is to refrain from accepting a prohibited gift from a person who -
  - (i) is undertaking or seeking to undertake an activity involving the Shire’s discretion; or
  - (ii) it is reasonable to believe is intending to undertake an activity involving the Shire’s discretion.
- (b) A person who is an employee and who accepts a notifiable gift from a person who -
  - (i) is undertaking or seeking to undertake an activity involving the Shire’s discretion; or
  - (ii) it is reasonable to believe is intending to undertake an activity involving the Shire’s discretion, notify the CEO, in accordance with item (c) and within 10 days of accepting the gift, of the acceptance.
- (c) The notification of the acceptance of a notifiable gift must be in writing and include -
  - (i) the name of the person who gave the gift; and
  - (ii) the date on which the gift was accepted; and
  - (iii) a description, and the estimated value, of the gift; and
  - (iv) the nature of the relationship between the person who is an employee and the person who gave the gift; and
  - (v) if the gift is a notifiable gift under paragraph (b) of the definition of “notifiable gift” (whether or not it is also a notifiable gift under paragraph (a) of that definition) –
    - (1) a description; and
    - (2) the estimated value; and
    - (3) the date of acceptance,of each other gift accepted within the 6 month period.
- (d) The CEO is to maintain a register of notifiable gifts and record in it details of notifications given to comply with a requirement made under item (c).
- (f) This clause does not apply to gifts received from a relative (as defined in S 5.74(1) of the Local Government Act) or an electoral gift (to which other disclosure provisions apply).
- (g) This clause does not prevent the acceptance of a gift on behalf of the local government in the course of performing professional or ceremonial duties in circumstances where the gift is presented in whole to the CEO, entered into the Register of Notifiable Gifts and used or retained exclusively for the benefit of the Shire.

## **8. CONDUCT OF COUNCIL MEMBERS, COMMITTEE MEMBERS, STAFF AND CONTRACTORS**

### **8.1 Personal Behaviour**

(a) Council Members, Committee Members and staff will:

- (i) act, and be seen to act, properly and in accordance with the requirements of the law and the terms of this Code;
- (ii) perform their duties impartially and in the best interests of the Shire uninfluenced by fear or favour;
- (iii) act in good faith (i.e. honestly, for the proper purpose, and without exceeding their powers) in the interests of the Shire and the community;
- (iv) make no allegations which are improper or derogatory (unless true and in the public interest) and refrain from any form of conduct, in the performance of their official or professional duties, which may cause any reasonable person unwarranted offence or embarrassment; and
- (v) always act in accordance with their obligation of fidelity to the Shire.

(b) Council Members will represent and promote the interests of the Shire, while recognising their special duty to their own constituents.

### **8.2 Honesty and Integrity**

Council Members, Committee Members and staff will:

- (a) observe the highest standards of honesty and integrity, and avoid conduct which might suggest any departure from these standards;
- (b) bring to the notice of the Mayor/President any dishonesty or possible dishonesty on the part of any other member, and in the case of an employee to the Chief Executive Officer.
- (c) be frank and honest in their official dealing with each other.

### **8.3 Performance of Duties**

- (a) While on duty, staff will give their whole time and attention to the Shire's business and ensure that their work is carried out efficiently, economically and effectively, and that their standard of work reflects favourably both on them and on the Shire.
- (b) Council Members and Committee Members will at all times exercise reasonable care and diligence in the performance of their duties, being consistent in their decision making but treating all matters on individual merits. Council Members and Committee Members will be as informed as possible about the functions of the Council, and treat all members of the community honestly and fairly.

### **8.4 Compliance with Lawful Orders**

- (a) Council Members, Committee Members and staff will comply with any lawful order given by any person having authority to make or give such an order, with any doubts as to the propriety of any such order being taken up with the superior of the person who gave the order and, if resolution can not be achieved, with the Chief Executive Officer.

- (b) Council Members, Committee Members and staff will give effect to the lawful policies of the Shire, whether or not they agree with or approve of them.

## **8.5 Administrative and Management Practices**

Council Members, Committee Members and staff will ensure compliance with proper and reasonable administrative practices and conduct, and professional and responsible management practices.

## **8.6 Corporate Obligations**

### **(a) Standard of Dress**

Council Members, Committee Members and staff are expected to comply with neat and responsible dress standards at all times. Accordingly :

- (i) Council Members and Committee Members will dress in a manner appropriate to their position, in particular when attending meetings or representing the Shire in an official capacity.
- (ii) Management reserves the right to adopt policies relating to corporate dress and to raise the issue of dress with individual staff.

### **(b) Communication and Public Relations**

- (i) All aspects of communication by staff (including verbal, written or personal), involving the Shire's activities should reflect the status and objectives of the Shire. Communications should be accurate, polite and professional.
- (ii) As a representative of the community, Council Members need to be not only responsive to community views, but to adequately communicate the attitudes and decisions of the Council. In doing so Council Members should acknowledge that:
  - as a member of the Council there is respect for the decision making processes of the Council which are based on a decision of the majority of the Council;
  - information of a confidential nature ought not be communicated until it is no longer treated as confidential;
  - information relating to decisions of the Council on approvals, permits and so on ought only be communicated in an official capacity by a designated officer of the Council;
  - information concerning adopted policies, procedures and decisions of the Council is conveyed accurately.
- (iii) Committee Members accept and acknowledge it is their responsibility to observe any direction the Shire may adopt in terms of advancing and promoting the objectives of the Committee to which they have been appointed.

## **8.7 Appointments to Committees**

As part of their representative role Council Members are often asked to represent the Council on external organisations. It is important that Council Members :

- clearly understand the basis of their appointment; and
- provide regular reports on the activities of the organisation.

## **8.8 Councillors Relationships with Staff and Contractors**

An effective Councillor will work as part of the Council team with the CEO and other members of staff and contractors. That teamwork will only occur if Councillors, staff and contractors have a mutual respect and co-operate with each other to achieve the Council's corporate goals and implement the Council's strategies. To achieve that position Councillors shall:-

- Accept that their role is purely a leadership, not a management or administrative role.
- Acknowledge that the CEO is primarily responsible for staff and contractors.
- Acknowledge that they have no capacity to individually direct staff or contractors to carry out particular functions.
- Staff and contractors are accountable to the Council through the CEO. Therefore requests for action by staff or contractors should be directed through the CEO, either verbally or by memo.
- Refrain from using their position to improperly influence staff in their duties or functions or to gain an advantage for themselves or others.
- Not publicly criticise staff in a way that casts aspersions on their professional competence and credibility.
- There should be mutual respect and understanding between Councillors and staff or contractors in relation to their respective roles, functions and responsibilities.
- Councillors need to recognise that the collegiate nature of decision making under the existing system of local government means that Councillors decision making powers can only be exercised in properly constituted forums.
- Councillors should abide by the provisions and the spirit of section 5.41 of the Act in relation to the functions of the CEO.

## **8.9 Complaints against Staff Members and Contractors**

- A complaint by a Councillor against a staff member, other than the CEO, or a contractor must be in writing addressed to the CEO. The CEO must upon receipt of the complaint give a copy to the President.
- A formal complaint by a Councillor, other than the President, against the CEO must be in writing addressed to the President.
- A complaint by the President against the CEO must be set out in a report to the Council meeting in a confidential session from which the CEO may be excluded by resolution of Council. However, the CEO must have the opportunity of right of reply to Council.
- On receipt of a complaint, the CEO, the President or the Council, as the case requires, must, if of the opinion that the complaint has substance, investigate the complaint and may take or recommend such action as is considered appropriate relating to the complaint.

## **8.10 Integrity and Moral Standards**

- Councillors, staff and contractors will observe the highest standards of honesty and integrity to maintain proper standards of decorum and dress as well as a high standard of public demeanour at meetings and public functions, as these are important leadership values and are critical to the image of the organisation.
- Councillors, and staff and contractors will ensure that their integrity and moral standards are not in any way compromised through their dealings with the public, and each other
- Councillors and other persons who are appointed as representatives of the Council to other bodies should observe the requirements of the Code when carrying out their duties on that body as they would for their own Council.

## **8.11 Professional Advice**

- Councillors shall ensure that no restrictions are placed on the ability of Staff to give professional advice to the Council.
- Councillors, staff and contractors should acknowledge each other's point of view and respect each other's perspective due to the different roles of each.
- Respect should be given to the responsibility of staff to offer their professional advice when it is, in their judgement, appropriate.
- Staff and/or contractors' professional advice, both written and verbal, should be comprehensive, unbiased, and highlighting all the options open to Council.
- Councillors shall on request be given additional full and unbiased information or clarifications by professional staff and/or contractors

## **9. DEALING WITH SHIRE PROPERTY**

### **9.1 Use of Local Government Resources**

Council Members and staff will:

- (a) be scrupulously honest in their use of the Shire's resources and shall not misuse them or permit their misuse (or the appearance of misuse) by any other person or body;
- (b) use the Shire's resources entrusted to them effectively and economically in the course of their duties; and
- (c) not use the Shire's resources (including the services of Council staff) for private purposes (other than when supplied as part of a contract of employment), unless properly authorised to do so, and appropriate payments are made (as determined by the Chief Executive Officer).

### **9.2 Travelling and Sustenance Expenses**

Council Members, Committee Members and staff will only claim or accept travelling and sustenance expenses arising out of travel-related matters which have a direct bearing on the



services, policies or business of the Shire in accordance with the Shire's policy and the provisions of the Local Government Act.

### **9.3 Access to Information**

- (a) Staff will ensure that Council Members are given access to all information necessary for them to properly perform their functions and comply with their responsibilities.
- (b) Council Members will ensure that information provided will be used properly and to assist in the process of making reasonable and informed decisions on matters before the Council.

### **9.4 Council Activities**

Councillors and Staff should ensure that Council impartially and properly assesses its own planning, development, building and subdivision proposals, consistent with the scope and standard of the normal assessment of private proposals or applications.

### **9.5 Communications with the Media**

It is the role of the President to communicate with the media for and on behalf of the Council, in accordance with 2.8(d) of the Act. The CEO may communicate with the media when delegated to do so in accordance with 5.41(f) of the Act. Councillors are entitled to express their own view provided they clearly make it known that they are not speaking for, or on behalf of, the Council. Whilst expressing their personal views, Councillors should not to reflect on any Council decisions, the decision making process of other Councillors or Staff.

Staff and contractors, are not permitted to communicate with, or present information to, the media, unless authorised to do so under the provisions of this code or the Act.

**To: All Local Governments**

**From: Tony Brown  
Executive Manager Governance &  
Organisational Services**

**Date: 7 July 2017**

**Priority: High**

**Subject: Review of the Local Government Act 1995**



## IN BRIEF:

Operational Area:	Governance
Key Issues:	<ul style="list-style-type: none"><li>• The Minister for Local Government has announced a review of the Local Government Act and Regulations. The process will be in two (2) stages.</li><li>• The Minister has advised that the first stage will focus on modernising Local Government, with the policy work and consultation to be completed in 2017 with a Bill in 2018.</li><li>• WALGA will carry out a comprehensive consultation process with Member Local Governments to inform sector views and priorities.</li></ul>
Action:	Feedback requested

The Minister for Local Government recently confirmed the commencement of a review of the Local Government Act and associated Regulations. This will be the most comprehensive review since the commencement of the legislation in July 1996. The Minister has confirmed that the Act review process will take place in 2 stages and provided information on the key themes of issues to be considered, stating:

*“The first will focus on modernising Local Government, with the policy work and consultation to be completed in 2017 with a Bill in 2018. Key topics in this phase will be increasing elector participation, electronic disclosure (making information more readily available), simplifying the disclosure of gifts and some reducing red tape provisions.”*

*“The theme for the second phase is delivering for the community, with the policy work and consultation to be completed in 2018 with a Bill in 2019. Key themes for this phase will be improving behaviour and relationships, increasing community participation, enabling local government enterprises, improving financial management and reducing red tape.”*

The following are the issues that the Minister’s office has put forward:

### Phase 1: ‘Modernising local government’ - 2017

- Increasing participation in local government elections
- Strengthening public confidence in local government elections
- Making information available online
- Restoring public confidence (includes the gift provisions)
- Reducing red tape
- Regional Subsidiaries

## Phase 2: 'Services for the community' - 2018

- Increasing community participation
- Improving financial management
- Improving behaviour and relationships
- Reducing red tape

One of the policy priorities listed in WALGA's Election Campaign document was for a commitment to comprehensively review the key areas of the Local Government Act. The new State Government has agreed to this request. Key foundations of the Act, which the sector would like considered, relate to the retention of the 'general competence' principle and consideration of a size and scale compliance regime. The Act review will incorporate regulatory amendments.

WALGA is looking to carry out a thorough consultation process with the sector on the key issues for the Act review. The Minister's office has advised that there may be some flexibility as to what issues are to be considered in stage 1 or stage 2. Based on this the Association will consult the sector on all potential Act amendment issues this year.

The process the Association will undertake will be as follows:

- Infopage will be distributed to Local Governments, followed by a Discussion Paper on issues that have been identified over the last 8 years including WALGA's advocacy positions resolved by the sector. This will include a request for Local Governments to submit additional items for consideration in the Act review process. Councils can submit individually or collectively through their Zone.
- WALGA to hold Zone/regional group forums on the Act/Regulatory amendment suggestions. Can be held in-conjunction with a Zone meeting or separately.
- Finalise feedback and provide recommendations on legislative and regulatory change through a State Council agenda item that would go through the Zones.

It is expected that this process will be carried out between July and November 2017 with the State Council item being considered at the 6 December meeting. The following key issues have previously been identified and will form part of the consultation process with the sector on Act amendments:

a) Gifts

b) Regional Subsidiaries

c) Rating Exemptions:

- Charitable Purposes provisions
- Rate Equivalency Payments of Government Trading entities

d) Financial Management Issues:

- Borrowings,
- Investments\*
- Fees and Charges
- Financial ratios

(\* Noting that Regulation 19C(2)(b) of the Financial Management Regulations, permitting fixed term deposits to be invested for up to 3 years, was amended on 12 May 2017)

e) Administration:

- Electors' General Meetings to be optional,
- Designated Senior Officer section to be reviewed,
- Public Notices (modernisation of the Act to acknowledge electronic means).

f) Functions of Local Governments:

- Tender Thresholds,
- Establish Council Controlled Organisations (Local Government Enterprises),
- Regional Council provisions (review of compliance requirements).

g) Poll Provisions relating to amalgamations and boundary adjustments.

- The poll provisions contained in Schedule 2.1 of the Local Government Act should be extended to provide any community whose Local Government is undergoing a boundary change or amalgamation with the opportunity to demand a binding poll of electors.

A brief summary of some of WALGA's key Advocacy Positions adopted by State Council in the previous 8 years is **attached**. A complete listing of Advocacy Positions together with detailed background information will be included in the future Discussion Paper.

The opportunity for comment will commence shortly with the release of the Discussion Paper. Any questions or queries in the meantime can be referred to James McGovern, Manager Governance on 9213 2093, [jmcgovern@walga.asn.au](mailto:jmcgovern@walga.asn.au)

**For further information please contact:**

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# **REVIEW OF LOCAL GOVERNMENT ACT 1995**

## **DISCUSSION PAPER**

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## Executive Summary

The Minister for Local Government, Hon David Templeman wrote to the Association on 14 June 2017 to announce the commencement of the review of the *Local Government Act* 1995. The correspondence is outlined below:

*Due to the scope of the likely amendments and my desire to see early progress, I have decided that the work will be undertaken in two phases:*

*The first will focus on modernising Local Government, with the policy work and consultation to be completed in 2017 with a Bill in 2018. Key topics in this phase will be increasing elector participation, electronic disclosure (making information more readily available), simplifying the disclosure of gifts and some reducing red tape provisions.*

*The theme for the second phase is delivering for the community, with the policy work and consultation to be completed in 2018 with a Bill in 2019. Key themes for this phase will be improving behaviour and relationships, increasing community participation, enabling local government enterprises, improving financial management and reducing red tape.*

The following are the issues that the Minister's office has put forward:

### Phase 1: 'Modernising local government' - 2017

- Increasing participation in local government elections
- Strengthening public confidence in local government elections
- Making information available online
- Restoring public confidence (includes the gift provisions)
- Reducing red tape
- Regional Subsidiaries

### Phase 2: 'Services for the community' - 2018

- Increasing community participation
- Improving financial management
- Improving behaviour and relationships
- Reducing red tape

The Minister also expressed the Review's Principles and Vision thus:

### **Vision**

*The vision for local government in Western Australia is: Agile, Smart, Inclusive.*

### **Principles**

*The review will deliver on this through application of the following principles:*

- *Transparent – providing easy access to meaningful, timely and accurate information about local governments (S, I);*
- *Participatory – strengthening local democracy through increased community engagement (I);*
- *Accountable – holding local governments accountable by strengthening integrity and good governance (S, I);*

- *Efficient – providing a framework for local governments to be more efficient by removing impediments to good practice (A, S); and*
- *Modern – embracing contemporary models for governance and public sector management (A, S, I).*

The Minister has invited WALGA and Local Government Professionals WA to participate in a reference group on the review. The Minister's office has advised that there may be some flexibility as to what issues are to be considered in Phase 1 or Phase 2.

In July 2017, State Council considered and adopted the following Consultation Process:

- An Infopage will be distributed to Local Governments including a Discussion Paper on issues that have been identified over the last 8 years including advocacy positions resolved by the sector. This will include a request for Local Governments to submit additional items for consideration in the Act review process. Councils can submit individually or collectively through their Zone.
- WALGA to hold Zone/regional group forums on the Act/Regulatory amendment suggestions. Can be held in-conjunction with a Zone meeting or separately.
- Finalise feedback and provide recommendations on legislative and regulatory change through a State Council agenda item that would go through the Zones.

It is expected that this process will be carried out between July and November 2017 with the State Council item being considered at the 6 December meeting.

## Local Government Priorities

The following key issues have previously been brought to the attention of WALGA and identified as priorities, and will form part of the consultation process with the sector on Act amendments:

- a) Gifts
  - Exempt gifts received in a genuinely personal capacity
  - Gift declarations threshold to commence at \$500.00 with no upper limit
  - Gift provisions to apply to Elected Members and CEO only
- b) Regional Subsidiaries
  - Amend Regulations to permit borrowings
  - Amend Regulations to permit dealing in land transactions
  - Amend Regulations to permit trading undertakings
- c) Rating Exemptions:
  - Charitable Purposes provisions
  - Rate Equivalency Payments of Government Trading entities
- d) Financial Management Issues:
  - Borrowings
  - Investments\*
  - Fees and Charges
  - Financial ratios

(\* Regulation 19C(2)(b) of the Financial Management Regulations was amended on 12 May 2017 to permit fixed term deposits to be invested for up to 3 years,)

e) Administration:

- Electors' General Meetings to be optional
- Designated Senior Officer section to be reviewed
- Public Notices (modernisation of the Act to acknowledge electronic means)

f) Functions of Local Governments:

- Tender Thresholds
- Establish Council Controlled Organisations (Local Government Enterprises)
- Regional Council provisions (review of compliance requirements)

g) Poll Provisions relating to amalgamations and boundary adjustments.

- The poll provisions contained in Schedule 2.1 of the Local Government Act should be extended to provide any community whose Local Government is undergoing a boundary change or amalgamation with the opportunity to demand a binding poll of electors.

## Sector Principles

Key foundations of the Act, which the sector would like considered, relate to the retention of the 'general competence' principle and consideration of a size and scale compliance regime. The Act review will incorporate regulatory amendments.

## Previous Amendments to the Local Government Act

The current *Local Government Act 1995* commenced on 1 July 1996, and has provided communities with an effective system of Local Government where locally governing Councils have general competence powers to determine the general functions and scope of services provided for the good government of people in their districts. Since 1996, the following major amendments have been promulgated:

- Local Government Amendment Act 1998	Assented to 26 March 1998
- Local Government Amendment Act (No 2) 1998	Assented to 12 January 1999
- Local Government Amendment Act 2004	Assented to 12 November 2004
- Local Government Amendment Act 2006	Assented to 8 December 2006
- Local Government Amendment Act 2007	Assented to 25 June 2007
- Local Government (Official Conduct) Amendment Act 2007	Assented to 28 March 2008
- Local Government Amendment (Elections) Act 2009	Assented to 17 August 2009
- Local Government Amendment Act 2009	Assented to 16 September 2009
- Local Government Amendment Act 2012	Assented to 4 April 2012
- City of Perth Act 2016	Assented to 3 March 2016
- Local Government Legislation Amendment Act 2016	Assented to 21 September 2016



## About this Discussion Paper

This Discussion Paper draws on a number of resources upon which WALGA's proposals for Act amendment are based. These resources represent long-standing positions on Act amendments that were developed by the Sector and Sector representatives.

It is acknowledged that only formally adopted State Council advocacy positions can be truly regarded, for the purpose of this Discussion Paper, as representing the collective views of Local Government. Ultimately, this Discussion Paper aspires to honour all views on Local Government Act reform identified through research of the following resources:

- **WALGA Advocacy Positions:** A document representing a collation of WALGA's advocacy positions determined by formal State Council resolutions, inclusive of motions passed at the Association's Annual General Meeting.
- **WALGA Zone Proposals:** This Discussion Paper attempts to capture WALGA Zone resolutions requesting WALGA seek amendment to the Local Government Act.
- **Local Government Reform Steering Committee Report May 2010:** Proposals developed by the Legislative Reform Working Group. Some proposals have already been implemented through Local Government Act amendments since 2010, with the remaining recommendations presented in this Paper for consideration.

This Paper gathers the information from these sources and presents in order of the relevant Part of the Act and associated Regulation. The relationship between Parts of the Act and Regulations is shown in this Table:

LG Act	Regulation
Part 2 →	Constitution Regulations 1998
Part 3 →	Functions and General Regulations 1996 / Regional Subsidiaries Regulations 2017
Part 4 →	Elections Regulations 1996
Part 5 →	Administration Regulations 1996 / Rules of Conduct Regulations 2007
Part 6 →	Financial Management Regulations 1996
Part 7 →	Audit Regulations 1996
Part 8 →	No Regulations
Part 9 →	Uniform Local Provisions Regulations 1996
Schedules	Uniform Local Provisions Regulations 1996

## LOCAL GOVERNMENT ACT AMENDMENT PROPOSALS

### Part 1 – Introductory Matters

#### Local and Statewide Public Notice: Sections 1.7 and 1.8

The Association welcomes the opportunity to modernise the requirements of giving public notice of particular matters, as prescribed in the Local Government Act. The Minister for Local Government has indicated an intention to deal with this in Phase 1 of the Review process, by making information available online. It is already common practice within the Local Government sector to place statutory public notices on official websites, despite there being no legislated requirement to do so.

### Part 2 – Constitution of Local Government

#### Method of Election of Mayor/President: Section 2.11

Position Statement	Local Governments should determine whether their Mayor or President will be elected by the Council or elected by the community.
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State Council Resolution	March 2012 – 24.2/2012
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#### Elected Member Training: New Proposal

Position Statement	<p>WALGA opposes legislative change that would:</p> <ol style="list-style-type: none"> <li>1. Require candidates to undertake training prior to nominating for election;</li> <li>2. Incentivise Elected Member training through the fees and allowances framework; or</li> <li>3. Mandate Elected Member training.</li> </ol>
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Further, if mandatory training becomes inevitable, WALGA will seek to ensure that it:

- a) Only applies to first time Elected Members;
- b) Utilises the Elected Member Skill Set as the appropriate content for mandatory training;
- c) Applies appropriate Recognition of Prior Learning (RPL);
- d) Requires training to be completed within the first 12 months of office; and
- e) Applies a penalty for non-completion of a reduction in fees and allowances payable.

State Council Resolution	<p>December 2015 – 119.7/2015</p> <p>October 2008 – 399.4/2008</p>
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## Stand Down when Contesting State or Federal Election: New Proposal

Amend the Act to require an Elected Member to stand down when contesting a State or Federal election, applying from the issue of Writs. The options to consider include:

- (a) that an Elected Member stand down from any decision making role and not attend Council and Committee meetings; or
- (b) that an Elected Member stand down from all aspects of their role as a Councillor and not be able to perform the role as specified in Section 2.10 of the Local Government Act.

### Background

The East Metropolitan Zone has identified that, under the *Local Government Act 1995*, there is no requirement for an Elected Member to either stand down or take leave of absence if they are a candidate for a State or Federal election. If elected to Parliament the Elected Member is immediately ineligible to continue as an Elected Member. Currently it is up to an individual Elected Member to determine if they wish to take a leave of absence. In some cases Elected Members have voluntarily resigned.

## Part 3 – Functions of Local Government

### Notification of Affected Owners: Section 3.51

#### Position Statement

Section 3.51 of the *Local Government Act 1995* concerning “Affected owners to be notified of certain proposals” should be amended to achieve the following effects:

1. to limit definition of “person having an interest” to those persons immediately adjoining the proposed road works (i.e. similar principle to town planning consultation); and
2. to specify that only significant, defined categories of proposed road works require local public notice under Section 3.51 (3) (a).

State Council Resolution      February 2009 – 480.1/2009

### Control of Certain Unvested Facilities: Section 3.53

The Local Government Act 1995 includes a provisions, under Section 3.53, that is carried forward from Section 300 of the former Local Government Act 1960. Former Section 300 stated:

*300. A council has the care, control, and management of public places, streets, ways, bridges, culverts, fords, ferries, jetties, and drains, which are within the district, or, which although not within the district, are by this Act placed under the care, control, and management, of the council, or are to be regarded as being within the district, except where and to the extent that under an Act, another authority has that care, control, and management.*

Section 3.53 refers to infrastructure as an ‘otherwise unvested facility’, and is defined to mean: *“a thoroughfare, bridge, jetty, drain, or watercourse belonging to the Crown, the responsibility for controlling or managing which is not vested in any person other than under this section.”*

Section 3.53 places responsibility for an otherwise unvested facility on the Local Government in whose district the facility is located. Lack of ongoing maintenance and accreting age has resulted in much infrastructure falling into a dilapidated state. This, together with the uncertain provenance of many of these facilities, particularly bridges, is reported as placing an unwarranted and unfunded burden on a number of Local Governments.

It is recommended Section 3.53 of the Act be deleted and that responsibility for facilities located on Crown Land return to the State as the appropriate land manager.

## Regional Local Governments: Part 3, Division 4

Position Statement	The compliance obligations of Regional Local Governments should be reviewed.
Background	<p>Currently, Regional Local Governments are treated by the <i>Local Government Act 1995</i> for the purposes of compliance, as if they were a Local Government.</p> <p>The Association believes that this places an overly large compliance burden on Regional Local Governments. The large compliance burden reduces potential cost savings that aggregated service delivery may achieve through increased efficiency and acts as a disincentive for Local Governments to establish Regional Local Governments.</p>
State Council Resolution	January 2012 – 9.1/2012

## Council Controlled Organisations: Part 3, Division 4

Position Statement	The <i>Local Government Act 1995</i> should be amended to enable Local Governments to establish Council Controlled Organisations (CCO) - also referred to as ‘Local Government Enterprises’ i.e WALGA’s Systemic Sustainability Study 2008.
Background	The CCO model is available to Local Governments in New Zealand where they are used for a variety of purposes. The model allows one or more Local Governments to establish a wholly Local Government owned commercial organisation. The Association has developed the amendments required for the CCO model to be implemented in Western Australia.
State Council Resolution	<p>October 2010 – 107.5/2010</p> <p>October 2010 – 114.5/2010</p>



## Local Government (Functions and General) Regulations 1996

### Tender Threshold: Regulation 11(1)

Position Statement	WALGA supports an increase in the tender threshold to align with the State Government tender threshold (\$250 000).
Background	The tender threshold should be increased to allow Local Governments responsiveness when procuring relatively low value good and services.
State Council Resolution	July 2015 – 74.4/2015 September 2014 – 88.4/2014

### Dispositions of Property: Regulation 30(3)

That Regulation 30(3) be amended to delete any financial threshold limitation (currently \$75,000) on a disposition where it is used exclusively to purchase other property in the course of acquiring goods and services, commonly applied to a trade-in activity.

## Local Government (Regional Subsidiaries) Regulations 2017

### Regional Subsidiaries

Position Statement	That WALGA advocate for legislative and regulatory amendments to enable Regional Subsidiaries to: <ol style="list-style-type: none"> <li>1. Borrow in their own right;</li> <li>2. Enter into land transactions; and,</li> <li>3. Undertake commercial activities.</li> </ol>
Background	<p>The <i>Local Government Act 1995</i> was amended in late 2016 to enable Local Governments to establish regional subsidiaries, and this represents a significant advocacy achievement for the Local Government sector;</p> <p>The <i>Local Government (Regional Subsidiaries) Regulations 2017</i>, which were enacted in early 2017, contain significant restrictions that limit the flexibility and will reduce the benefits of the regional subsidiary model;</p> <p>In particular, the regulations prevent regional subsidiaries from borrowing from any organisation other than a constituent Local Government, entering into a land transaction, and commencing a trading undertaking; and,</p> <p>This item recommends legislative and/or regulatory amendments to remove these restrictions that unnecessarily</p>

prevent regional subsidiaries from becoming an effective and efficient collaborative service delivery mechanism.

State Council Resolution      March 2017 – 5.1/2017

## Part 4 – Elections and Other Polls

### Conduct of Postal Elections: Sections 4.20 and 4.61

**Position Statement**      The *Local Government Act 1995* should be amended to allow the Australian Electoral Commission (AEC) and Local Governments to conduct postal elections.

**Background**      Currently, the WAEC has a legislatively enshrined monopoly on the conduct of postal elections that has not been tested by the market.

State Council Resolution      March 2012 – 24.2/2012

### Voluntary Voting: Section 4.65

**Position Statement**      Voting in Local Government elections should remain voluntary.

State Council Resolution      427.5/2008 – October 2008

### On-Line Voting

WALGA has received requests from three (3) Zones to explore the possibility of introducing on-line voting in Local Government elections.

A State Council Item for Noting was prepared in May 2017 advising that WALGA staff will liaise with the WAEC regarding the use of the iVote system and also seek feedback from the Local Government sector on online voting and other opportunities to increase voter turnout. The Minister for Local Government has indicated that online voting is likely to be considered in the context of increasing elector participation.

## Part 5 - Administration

### Electors' General Meeting: Section 5.27

**Position Statement**      Section 5.27 of the *Local Government Act 1995* should be amended so that Electors' General Meetings are not compulsory.

**Background**      There is adequate provision in the Local Government Act for the public to participate in Local Government matters and access information by attending meetings, participating in public question time, lodging petitions, and requesting special electors' meetings.

*NOTE: The current Local Government Amendment (Auditing) Bill 2017 proposes that a Local Government's Annual Report is to be placed on its official website within 10 days of being received.*

**State Council Resolution**      February 2011 – 09.1/2011

### Special Electors' Meeting: Section 5.28

That Section 5.28(1)(a) be amended:

- (a) so that the prescribed number of electors required to request a meeting increase from 100 (or 5% of electors) to 500 (or 5% of electors), whichever is fewer; and
- (b) to preclude the calling of Electors' Special Meeting on the same issue within a 12 month period, unless Council determines otherwise.

### Senior Employees: Section 5.37(2)

That Section 5.37(2) be deleted to remove any inference or ambiguity as to the role of Council in the performance of the Chief Executive Officer's function under Section 5.41(g) regarding the appointment of other employees (with consequential amendment to Section 5.41(g) accordingly).

### Annual Review of Certain Employees Performance: Section 5.38

Section 5.41(g) of the Act prescribes the function of responsibility for all employees, including management supervision, to the Chief Executive Officer. Section 5.38 therefore creates unnecessary ambiguity; unnecessary in terms of the certainty that Section 5.41(g) already provides. It is recommended that Section 5.38 either be deleted, or amended so that there is only a specific statutory requirement for Council to conduct the Chief Executive Officer's annual performance review.

## Gifts and Contributions to Travel: Sections 5.82 and 5.83

The current Gift Provisions in the Local Government Act are very confusing and overly prescriptive. The Department of Local Government and Communities have established a Gift Working Group to look at completely reviewing the gift provisions for changes following the March 2017 State Election. WALGA is a participant in this working group. WALGA representatives have been advocating for the following:

- There be one section for declaring gifts. Delete declarations for Travel.
- No requirement to declare gifts received in a genuinely personal capacity.
- Gift provisions only for Elected Members and CEO's. Other staff fall under Codes of Conduct from the CEO to the staff.
- Gifts only to be declared if above \$500.00.
- There will not be any category of notifiable gifts or prohibited gifts.
- Gifts only to be declared in respect to an Elected Member or CEO carrying out their role.
- Exemptions for ALGA, WALGA and LG Professionals (already achieved).
- Exemption for electoral gifts received that relate to the State and Commonwealth Electoral Acts. So Elected Members who are standing for State or Federal Parliament will only need to comply with the State or Federal electoral act and not declare it as a Local Government gift.

## Vexatious and Frivolous Complainants: New Provision

It is recommended that a statutory provision be considered, permitting a Local Government to declare a person a vexatious or frivolous complainant. Section 5.110(3a) of the Act was recently introduced in relation to the Local Government Standards Panel ruling on vexatious and frivolous Rules of Conduct Regulations breach allegations:

*“...a standards panel can at any stage of its proceedings refuse to deal with a complaint if the standards panel is satisfied that the complaint is frivolous, trivial, vexatious, misconceived or without substance.”*

Given the extensive cost and diversion of administrative resources currently associated with vexatious and frivolous complainants across the Local Government sector, it is recommended that a more general mechanism, based on the principles associated with the introduction of Section 5.110(3A), be investigated.

Amendments to the legislation would need to cover the following points to implement the proposed arrangements:

- Create a head of power to determine whether a community member is vexatious (potentially establish a new body through legislation and give it this power of determination);
- Define vexatious behaviour broadly to include the extent and nature of communication between the alleged vexatious person and the Local Government (using words such as ‘unreasonable’, ‘persistent’, ‘extensive’, ‘malicious’ and ‘abusive’);
- Outline the restrictions to statutory rights which can be imposed on a person if he or she is declared by the independent body to be vexatious;
- Establish a process, if necessary, to enable a Local Government to present its case for the alleged vexatious person to defend himself/herself;
- Determine what appeal rights are necessary.

## Local Government (Administration) Regulations 1996

### Revoking or Changing Decisions: Regulation 10

Regulation 10 provides a mechanism for the revocation or change to a previous decision of Council. It does not however, contain any provision clarifying that the provisions do not apply to Council decisions that have already been implemented. This regulatory deficiency is currently managed administratively, but warrants an appropriate amendment to assist clarify the rights of a Councillor to seek a revocation or change.

### Minutes, contents of: Regulation 11

Regulation 11 contains a potential anomaly in that the content requirements relating to Minutes of a Council or Committee meeting do not make reference to the reports and information that formed the basis of the Agenda to that meeting. Despite it being a common practice that Agenda reports and information are included in most Minutes, this is not universally the case, and it is recommended that an amendment be considered as an aid to community understanding of the decision-making process of the Council.

### Repayment of Advance Annual Payments: New Regulation

The Local Government Legislation Amendment Act 2016 introduced Section 5.102AB, which provides that Regulations may be made relating to the recovery of advance payments of annual allowances or annual fees made to a person who subsequently ceases to hold office during the period to which the payment relates:

#### **5.102AB. Repayment of advance annual payments if recipient ceases to hold office**

(2) *Regulations may be made —*

*(a) requiring the repayment to a local government, to the extent determined in accordance with the regulations, of an advance payment of an annual allowance or annual fee in the circumstances to which this section applies; and*

*(b) providing for a local government to recover any amount repayable if it is not repaid.*

Regulations enabling the recovery of advance annual payments have yet to be made and it is recommended this matter be prioritised.

## Local Government (Rules of Conduct) Regulations 2007

### Position Statement

WALGA supports:

1. Official Conduct legislation to govern the behaviour of Elected Members;
2. An efficient and effective independent Standards Panel process;
3. An ability for the Standards Panel to dismiss vexatious and frivolous complaints; and,
4. Confidentiality for all parties being a key component of the entire process.

*NOTE: Point 3 achieved under the Local Government Legislation Amendment Act 2016*

### State Council Resolution

March 2016 – 10.1/2016

July 2012 – 55.3/2012

December 2008 – 454.6/2008

## Part 6 – Financial Management

### Imposition of Fees and Charges: Section 6.16

#### Position Statement

That a review be undertaken to remove fees and charges from legislation and Councils be empowered to set fees and charges for Local Government services

#### Background

Local Governments are able to impose fees and charges on users of specific, often incidental, services. Examples include dog registration fees, fees for building approvals and swimming pool entrance fees.

In some cases, Local Governments will recoup the entire cost of providing a service. In other cases, user charges may be set below cost recovery to encourage a particular activity with identified community benefit, such as sporting ground user fees or swimming pool entry fees.

Currently, fees and charges are determined according to three methods:

- By legislation
- With an upper limit set by legislation
- By the Local Government.

Fees determined by State Government legislation are of particular concern to Local Governments and represent significant revenue leakage because of:

- Lack of indexation
- Lack of regular review (fees may remain at the same nominal levels for decades)
- Lack of transparent methodology in setting the fees (fees do not appear to be set with regard to appropriate costs recovery levels).

Examples of fees and charges of this nature include dog registrations fees, town planning fees and building permits. Since Local Governments do not have direct control over the determination of fees set by legislation, this revenue leakage is recovered from rate revenue. This means all ratepayers end up subsidising the activities of some ratepayers.

When fees and charges are restricted by legislation, rather than being set at cost recovery levels, this sends inappropriate signals to users of Local Government services, particularly when the consumption of those services is discretionary. When legislative limits allow consumers to pay below 'true cost' levels for a discretionary service, this will lead to overprovision and a misallocation of resources.

Under the principle of 'general competence' there is no reason why Local Governments should not be empowered to make decisions regarding the setting of fees and charges for specific services.

Additionally, it is recommended that Section 6.16 be amended so that it only relates to statutory application fees and charges and not consumer items, facility entrance fees, ad hoc minor fees and charges etc. The exhaustive listing of relatively minor fee and charge items, together with the technical requirement to give public notice of any change after the adoption of the annual budget, is both inefficient and costly.

## **Power to Borrow: Section 6.20**

Section 6.20(2) requires, where a power to borrow is proposed to be exercised and details of the proposal are not included in the annual budget, that the Local Government must give one month's public notice of the proposal (unless an exemption applies). There is no associated requirement to request or consider written submission prior to exercising the power to borrow, as is usually associated with giving public notice. Section 6.20(2) simply stops the exercise of power to borrow for one month, and it is recommended it be deleted.

## Restrictions on Borrowings: Section 6.21

Position Statement	Section 6.21 of the <i>Local Government Act 1995</i> should be amended to allow Local Governments to use freehold land, in addition to its general fund, as security when borrowing.
Background	<p>Borrowing restrictions in the <i>Local Government Act 1995</i> act as a disincentive for investment in community infrastructure. Section 6.21(2) states that a Local Government can only use its 'general funds' as security for borrowings to upgrade community infrastructure, and is restricted from using its assets to secure its borrowings. This provision severely restricts the borrowing capacity of Local Governments and reduces the scale of borrowing that can be undertaken to the detriment of the community.</p> <p>This is particularly relevant since the Global Financial Crisis. Treasury now requires member Local Governments to show as contingent liabilities in their balance sheet their proportion of contingent liabilities of the Regional Local Government of which they are a member. Given that the cost of provision of an Alternative Waste Disposal System is anything up to \$100 million, the share of contingent liabilities for any Local Government is significant. Even under a 'Build-Own-Operate' financing method, the unpaid (future) payments to a contractor must be recognised in the balance sheet of the Regional Local Government as a contingent liability.</p> <p>This alone is likely to prevent some Local Governments from borrowing funds to finance its own work as the value of contingent liabilities are taken into account by Treasury for borrowing purposes.</p>
State Council Resolution	January 2012 – 8.1/2012

## Rating Exemptions – Charitable Purposes: Section 6.26(2)(g)

Position Statement	<p>WALGA's policy position regarding charitable purposes is as follows:</p> <ol style="list-style-type: none"><li>1. Amend the Local Government Act to clarify that Independent Living Units should only be exempt from rates where they qualify under the Commonwealth Aged Care Act 1997;</li><li>2. Either<ol style="list-style-type: none"><li>a) amend the charitable organisations section of the Local Government Act 1995 to eliminate exemptions for commercial (non-charitable) business activities of charitable organisations; or</li></ol></li></ol>
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- b) establish a compensatory fund for Local Governments, similar to the pensioner discount provisions, if the State Government believes charitable organisations remain exempt from payment of Local Government rates.

#### Background

Exemptions under this section of the Act have extended beyond the original intention and now provide rating exemptions for non-charitable purposes, which increase the rate burden to other ratepayers. There may be an argument for exemptions to be granted by State or Federal legislation. Examples include exemptions granted by the Commonwealth *Aged Care Act 1997* and group housing for the physically and intellectually disabled which is supported under a government scheme such as a Commonwealth-State Housing Agreement or Commonwealth-State Disability Agreement.

State Council Resolution     December 2015 – 118.7/2015  
January 2012 – 5.1/2012

### Basis of Rates: Section 6.28

1. That Section 6.28 be reviewed to examine the limitations of the current methods of valuation of land, Gross Rental Value or Unimproved Value, and explore other alternatives.

The method of valuation of land to be used as the basis of rating in Western Australia is either: Gross Rental Value for predominantly non-rural purpose; or unimproved value of land for rural purposes. These are the only two methods available under the Section 6.28 of the Local Government Act in Western Australia.

Eastern State Local Governments can elect to rate on one of the following options:

- Site Value - levy on the unimproved value of land only and disregards the value of buildings, personal property and other improvements;
- Capital Value - value of the land including improvements;
- Annual Value - rental value of a property (same as GRV).

Alternative land valuation methods came under the scope of the WALGA Systemic Sustainability Study, particularly Capital Improved Valuations which is in operation in Victoria and South Australia.

2. Advocate for amendment to Section 6.28 to enable Differential Rating based on the time land remains undeveloped.

Concern at the amount of vacant land remaining in an undeveloped state for an extensive period of time and holding up development opportunities.

North Metropolitan Zone advocates an amendment to the current legislative provisions in relation to differential rating to enable a differential rate to be applied on the basis of the length of time a property has remained in an undeveloped state.

## Differential General Rates: Section 6.33

This section outlines the characteristics that Local Governments may take into account when imposing differential general rates. It is recommended the issue of time-based differential rating should be examined, to address some Local Governments view that vacant land should be developed in a timely manner.

## Service of Rates Notice: Section 6.41

That Section 6.41 be amended to:

- (a) permit the rates notice to be issued to electronically; and
- (b) introduce flexibility to offer regular rate payments (i.e. fortnightly, monthly etc) without requirement to issue individual instalment notice.

## Rates or Service Charges Recoverable in Court: Section 6.56

That Section 6.56 be amended to clarify that all debt recovery action costs incurred by a Local Government in pursuing recovery of unpaid rates and services charges be recoverable and not be limited by reference to the 'cost of proceedings'.

## Rating Exemptions – Rate Equivalency Payments

Position Statement	Legislation should be amended so rate equivalency payments made by LandCorp and other Government Trading Entities are made to the relevant Local Governments instead of the State Government.
Background	<p>A particular example is the exemption granted to LandCorp by the <i>Land Authority Act 1992</i>. In 1998, the Act was amended to include provisions for LandCorp to pay the Treasurer an amount equal to that which would have otherwise been payable in Local Government rates, based on the principle of 'competitive neutrality'.</p> <p>This matter is of concern to Local Governments with significant LandCorp holdings in their district. The shortfall in rates is effectively paid by other ratepayers, which means ratepayers have to pay increased rates because LandCorp has a presence in the district.</p>
State Council Resolution	January 2012 – 6.1/2012

## Rating Restrictions – State Agreement Acts

Position Statement	Resource projects covered by State Agreement Acts should be liable for Local Government rates.
Background	<p>In 2011, the State Government introduced a new policy on 'the application of Gross Rental Valuation to mining, petroleum and resource interests' (the GRV mining policy). The Policy was extended in 2015 and remains in place. The primary objectives of the policy were to clarify the circumstances where Local Governments could apply GRV rating to mining land and enable the use of GRV rating on new (i.e., initiated after June 2012) mining, petroleum and resource interests. This included the application of GRV rating to new State Agreement Acts.</p> <p>However, existing State Agreement Acts continue to restrict Local Government rating. Rating exemptions on State Agreement Acts mean that Local Governments are denied an efficient source of revenue. There are also equity issues associated with the existing exemptions since they only apply to a select group of mining companies whose projects are subject to older State Agreement Acts. Removing the rates exemption clauses from the pre-July 2012 State Agreement Acts would provide a fairer outcome for all other ratepayers, including the proponents of new resources projects.</p>
State Council Resolution	<p>September 2014 – 89.4/2014          March 2014 – 10.1/2014          October 2011 – 116.5/2011</p>

### Local Government (Financial Management) Regulations 1996

#### Exemption from AASB 124: Regulation 4

Regulation 4 of the Financial Management Regulations provides a mechanism for an exemption from the Australian Accounting Standards (AAS). Regulation 16 is an example of the use of this mechanism, relieving Local Governments from the requirement to value land under roads.

A Zone has requested that an exemption be allowed from the implementation of AASB 124 'Related Party Transactions' due to the current provisions in the Act on declarations of interest at meetings and in Primary and Annual returns. This is regarded as providing appropriate material declaration and disclosure of interests associated with function of Local Government.

## Part 7 – Audit

The Local Government Amendment (Auditing) Bill 2017, before Parliament at the time of writing, will substantially replace much of Part 7 to provide for the auditing of Local Governments by the Auditor General. New legislation will allow the Auditor General to contract out some or all of the financial audits but all audits will be done under the supervision of the Auditor General and Office of the Auditor General. State Government will pay the cost for the conduct of performance audits.

## Part 8 – Scrutiny of the Affairs of Local Government

### Stand Down Provision: New Proposal

#### Position Statement

WALGA supports, in principle, a proposal for an individual elected member to be 'stood down' from their role when they are under investigation; have been charged; or when their continued presence prevents Council from properly discharging its functions or affects the Council's reputation, subject to further policy development work being undertaken.

Further policy development of the Stand Down Provisions must involve specific consideration of the following issues of concern to the Sector:

1. That ... the established principles of natural justice and procedural fairness are embodied in all aspects of the proposed Stand Down Provisions; and
2. That activities associated with the term 'disruptive behaviour', presented as reason to stand down a defined Elected Member on the basis their continued presence may make a Council unworkable, are thoroughly examined and clearly identified to ensure there is awareness, consistency and opportunity for avoidance.

#### Background

In 2008 a Discussion Paper was circulated seeking feedback regarding legislative amendments to suspend an individual Elected Member, as follows:

- An elected member to have the ability to stand down where they are being investigated or have been charged;
- An elected member to be forcibly stood down where they are being investigated or have been charged and whose continued presence prevents Council from properly discharging its functions and affects its reputation and integrity or where it is in the public interest;
- The Standards Panel to make the stand down decision;

- Such matters to be referred to the Standards Panel only by a Council (absolute majority), a statutory agency or the Department;
- Three to six months stand down periods with six month extensions;
- The elected member to remain entitled to meeting fees and allowances; and
- Inclusion of an offence for providing false information leading to a stand down.

State Council Resolution      August 2008 – 400.4/2008

## Part 9 – Miscellaneous Provisions

### Onus of Proof in Vehicle Offences may be Shifted: Section 9.13(6)

Amend Section 9.13 by introducing the definition of ‘responsible person’ and enable Local Governments to administer and apply effective provisions associated with vehicle related offences

#### Background:

This proposal from the North Metropolitan Zone emerged due to an increase in cases when progressing the prosecution of vehicle related offences in court (at the request of the vehicle owner) resulted in dismissal of charges by the Magistrate when the owner of the vehicle states that he does not recall who was driving his vehicle at the time of the offence.

The *Litter Act 1979* was amended in 2012 to introduce the definition of ‘responsible person’ (as defined in *Road Traffic Act 1974*) so that a ‘responsible person’ is taken to have committed an offence where it cannot be established who the driver of the vehicle was at the time of the alleged offence. This also removes the ability for the responsible person to be absolved of any responsibility for the offence if they fail to identify the driver. It is suggested that a similar amendment be made to Section 9.13 of the Act in order to ensure that there is consistent enforcement in regards to vehicle related offences.

## Schedule 2.1 – Creating, Changing Boundaries and Abolishing Districts

### Poll Provisions: New Proposal

Position Statement

Schedule 2.1 of the *Local Government Act 1995* should be amended so that the electors of a Local Government affected by any boundary change or amalgamation proposal are entitled to petition the Minister for a binding poll.

State Council Resolution      December 2014 – 108.5/2014

## Number of Electors: Clause 2.1(1)(d)

That Schedule 2.1 Clause 2(1)(d) be amended so that the prescribed number of electors required to put forward a proposal for change increase from 250 (or 5% of electors) to 500 (or 5% of electors) whichever is fewer.

## Schedule 2.2 – Provisions about Names, Wards and Representation

### Who may make Submission: Clause 3(1)

That Schedule 2.2 Clause 3(1) be amended so that the prescribed number of electors required to put forward a submission increase from 250 (or 5% of electors) to 500 (or 5% of electors) whichever is fewer.

## Schedule 4.1 – How to Count Votes and Ascertain Result of Election

### Method of Voting

Position Statement	Elections should be conducted utilising the first-past-the-post (FPTP) method of voting.
Background	The FPTP method is simple, allows an expression of the electorate's wishes and does not encourage tickets and alliances to be formed to allocate preferences.
State Council Resolution	427.5/2008 – October 2008

This State Council resolution influenced amendment to Schedule 4.1 in 2009 that returned Local Government elections to a first past the post system from the preferential proportional Representation. The resolution is reiterated here as an indication of the sector's ongoing preference for this vote counting system.

## Submission of Feedback

### How to get involved

WALGA will conduct a comprehensive consultation process to provide Member Local Governments with as much opportunity as possible to contribute. This process will also assist WALGA determine its advocacy position on whether proposed changes should be dealt with in Phase 1 or Phase 2 (see Executive Summary).

During August and September 2017, WALGA will hold Zone and Regional Group forums on the Local Government Act Review. Local Governments can choose to contribute in conjunction with a Zone/Regional Group meeting, separately by lodging a Council endorsed submission, or both.

The final collated feedback will be prepared as a State Council Agenda Item for Zone consideration during the November/December 2017 round of Zone meetings. State Council will ultimately determine its position at its meeting of 6 December 2017.

Council endorsed submission on the issues raised in this Discussion Paper, as well as any other relevant matters, can be forwarded by Friday 20<sup>th</sup> October 2017 to:

James McGovern, Manager Governance - [jmcgovern@walga.asn.au](mailto:jmcgovern@walga.asn.au)  
or 9213 2093

Should you have any questions or queries about any aspect of the Discussion Paper or review process, please contact James McGovern at the above contacts, or Tony Brown on 9213 2051 or [tbrown@walga.asn.au](mailto:tbrown@walga.asn.au)

**F&R.2.5 PURCHASING POLICY**

**Council Policy:** Disclaimers (where appropriate) shall be used when providing advice or information to either the public or other statutory bodies.

**Objective:**

- To provide compliance with the Local Government Act, 1995 and the Local Government Act (Functions and General) Regulations, 1996 (as amended in March 2007).
- To deliver a best practice approach and procedures to internal purchasing for the Local Government.
- To ensure consistency for all purchasing activities that integrates within all the Local Government operational areas.

**1.1. WHY DO WE NEED A PURCHASING POLICY?**

The Shire of Mt Marshall is committed to setting up efficient, effective, economical and sustainable procedures in all purchasing activities. This policy:

- Provides the Shire of Mt Marshall with a more effective way of purchasing goods and services.
- Ensures that purchasing transactions are carried out in a fair and equitable manner.
- Strengthens integrity and confidence in the purchasing system.
- Ensures that the Shire of Mt Marshall receives value for money in its purchasing.
- Ensures that the Shire of Mt Marshall considers the environmental impact of the procurement process across the life cycle of goods and services.
- Ensures the Shire of Mt Marshall is compliant with all regulatory obligations.
- Promotes effective governance and definition of roles and responsibilities.
- Uphold respect from the public and industry for the Local Government's purchasing practices that withstands probity.

**Operational Guidelines:****1.2. ETHICS & INTEGRITY**

All officers and employees of the Local Government shall observe the highest standards of ethics and integrity in undertaking purchasing activity and act in an honest and professional manner that supports the standing of the Local Government.

The following principles, standards and behaviours must be observed and enforced through all stages of the purchasing process to ensure the fair and equitable treatment of all parties:

- full accountability shall be taken for all purchasing decisions and the efficient, effective and proper expenditure of public monies based on achieving value for money;



- all purchasing practices shall comply with relevant legislation, regulations, and requirements consistent with the Local Government policies and code of conduct;
- purchasing is to be undertaken on a competitive basis in which all potential suppliers are treated impartially, honestly and consistently;
- all processes, evaluations and decisions shall be transparent, free from bias and fully documented in accordance with applicable policies and audit requirements;
- any actual or perceived conflicts of interest are to be identified, disclosed and appropriately managed; and
- any information provided to the Local Government by a supplier shall be treated as commercial-in-confidence and should not be released unless authorised by the supplier or relevant legislation.

### **1.3. VALUE FOR MONEY**

Value for money is an overarching principle governing purchasing that allows the best possible outcome to be achieved for the Local Government. It is important to note that compliance with the specification is more important than obtaining the lowest price, particularly taking into account user requirements, quality standards, sustainability, life cycle costing, and service benchmarks.

An assessment of the best value for money outcome for any purchasing should consider:

- all relevant whole-of-life costs and benefits whole of life cycle costs (for goods) and whole of contract life costs (for services) including transaction costs associated with acquisition, delivery, distribution, as well as other costs such as but not limited to holding costs, consumables, deployment, maintenance and disposal.
- the technical merits of the goods or services being offered in terms of compliance with specifications, contractual terms and conditions and any relevant methods of assuring quality;
- financial viability and capacity to supply without risk of default. (Competency of the prospective suppliers in terms of managerial and technical capabilities and compliance history);
- a strong element of competition in the allocation of orders or the awarding of contracts. This is achieved by obtaining a sufficient number of competitive quotations wherever practicable.

Where a higher priced conforming offer is recommended, there should be clear and demonstrable benefits over and above the lowest total priced, conforming offer.

### **1.4. SUSTAINABLE PROCUREMENT**

Sustainable Procurement is defined as the procurement of goods and services that have less environmental and social impacts than competing products and services.

Local Government is committed to sustainable procurement and where appropriate shall endeavour to design quotations and tenders to provide an advantage to goods, services and/or processes that minimise environmental and negative social impacts.

Sustainable considerations must be balanced against value for money outcomes in accordance with the Local Government's sustainability objectives.

Practically, sustainable procurement means the Local Government shall endeavour at all times to identify and procure products and services that:

- Have been determined as necessary;
- Demonstrate environmental best practice in energy efficiency / and or consumption which can be demonstrated through suitable rating systems and eco-labelling.
- Demonstrate environmental best practice in water efficiency.
- Are environmentally sound in manufacture, use, and disposal with a specific preference for products made using the minimum amount of raw materials from a sustainable resource, that are free of toxic or polluting materials and that consume minimal energy during the production stage;
- Products that can be refurbished, reused, recycled or reclaimed shall be given priority, and those that are designed for ease of recycling, re-manufacture or otherwise to minimise waste.
- For motor vehicles – select vehicles featuring the highest fuel efficiency available, based on vehicle type and within the designated price range;
- For new buildings and refurbishments – where available use renewable energy and technologies.

#### 1.5. PURCHASING THRESHOLDS

Where the value of procurement (excluding GST) for the value of the contract over the full contract period (including options to extend) is, or is expected to be:-

Amount of Purchase	Model Policy
Up to \$10,000	Direct purchase from suppliers requiring only two verbal quotations.
\$10,001 - \$19,999	Obtain at least two verbal or written quotations if possible see Note 1
\$20,000 - \$39,999	Obtain at least three written quotations
\$40,000 - \$149,999	Obtain at least three written quotations containing price and specification of goods and services (with procurement decision based on all value for money considerations). See Note 1
\$150,000 and above	Conduct a public tender process.

Where it is considered beneficial, tenders may be called in lieu of seeking quotations for purchases under the \$150,000 threshold (excluding GST). If a decision is made to seek public tenders for Contracts of less than \$150,000, a Request for Tender process that entails all the procedures for tendering outlined in this policy must be followed in full.

*Note:1 If it is not possible to get the required number of written quotations, a supplier's written "decline to quote" will be sufficient.*

#### **1.5.1. Up to \$10,000**

Where the value of procurement of goods or services does not exceed \$10,000, purchase on the basis of at least two verbal quotations is permitted. However it is recommended to use professional discretion and occasionally undertake market testing with a greater number or more formal forms of quotation to ensure best value is maintained.

This purchasing method is suitable where the purchase is relatively small and low risk.

Record keeping requirements must be maintained in accordance with record keeping policies. The Local Government Purchasing and Tender Guide contains a sample form for recording verbal quotations.

#### **1.5.2. \$10,001 to \$19,999**

This category is for the procurement of goods or services where the value of such procurement ranges between \$1,001 and \$19,999.

At least written quotations (or a combination of both) are required. Where this is not practical, e.g. due to limited suppliers, it must be noted through records relating to the process.

The general principles for obtaining verbal quotations are:

- Ensure that the requirement / specification is clearly understood by the Local Government employee seeking the verbal quotations.
- Ensure that the requirement is clearly, accurately and consistently communicated to each of the suppliers being invited to quote.
- Read back the details to the Supplier contact person to confirm their accuracy.
- Written notes detailing each verbal quotation must be recorded.

Record keeping requirements must be maintained in accordance with record keeping policies. The Local Government Purchasing and Tender Guide contains sample forms for recording verbal and written quotations.

#### **1.5.3. \$20,000 to \$39,999**

For the procurement of goods or services where the value exceeds \$20,000 but is less than \$39,999, it is required to obtain at least three written quotes (commonly a sufficient number of quotes would be sought according to the type and nature of purchase).

The responsible officer is expected to demonstrate due diligence seeking quotes and to comply with any record keeping and audit requirements. Record keeping requirements must be maintained in accordance with record keeping policies.

**NOTES:** The general principles relating to written quotations are;

- An appropriately detailed specification should communicate requirement(s) in a clear, concise and logical fashion.

- The request for written quotation should include as a minimum:
  - Written Specification
  - Selection Criteria to be applied
  - Price Schedule
  - Conditions of responding
  - Validity period of offer
- Invitations to quote should be issued simultaneously to ensure that all parties receive an equal opportunity to respond.
- Offer to all prospective suppliers at the same time any new information that is likely to change the requirements.
- Responses should be assessed for compliance, then against the selection criteria, and then value for money and all evaluations documented.
- Respondents should be advised in writing as soon as possible after the final determination is made and approved.

The Local Government Purchasing and Tender Guide produced by the Western Australian Local Government Association (WALGA) should be consulted for further details and guidance.

#### **1.5.4. \$40,000 to \$149,999**

For the procurement of goods or services where the value exceeds \$40,000 but is less than \$149,999, it is required to obtain at least three written quotations containing price and a sufficient amount of information relating to the specification of goods and services being purchased.

The Local Government Purchasing and Tender Guide has a series of forms including a Request for Quotation Template which can assist with recording details. Record keeping requirements must be maintained in accordance with record keeping policies.

For this procurement range, the selection should not be based on price alone, and it is strongly recommended to consider some of the qualitative factors such as quality, stock availability, accreditation, time for completion or delivery, warranty conditions, technology, maintenance requirements, organisation's capability, previous relevant experience and any other relevant factors as part of the assessment of the quote.

## **1.6. REGULATORY COMPLIANCE**

### **1.6.1. Tender Exemption**

In the following instances public tenders or quotation procedures are not required (regardless of the value of expenditure):

- An emergency situation as defined by the Local Government Act 1995;
- The purchase is under a contract of WALGA (Preferred Supplier Arrangements), Department of Treasury and Finance (permitted Common Use Arrangements), Regional Council, or another Local Government;
- The purchase is under auction which has been authorised by Council;

- The contract is for petrol, oil, or other liquid or gas used for internal combustion engines;
- Any of the other exclusions under Regulation 11 of the Functions and General Regulations apply.

#### **1.6.2. Sole Source of Supply (Monopoly Suppliers)**

The procurement of goods and/or services available from only one private sector source of supply, (i.e. manufacturer, supplier or agency) is permitted without the need to call competitive quotations provided that there must genuinely be only one source of supply. Every endeavour to find alternative sources must be made. Written confirmation of this must be kept on file for later audit.

**Note:** The application of provision “sole source of supply” should only occur in limited cases and procurement experience indicates that generally more than one supplier is able to provide the requirements.

#### **1.6.3. Anti-Avoidance**

The Local Government shall not enter two or more contracts of a similar nature for the purpose of splitting the value of the contracts to take the value of consideration below the level of \$150,000, thereby avoiding the need to publicly tender.

#### **1.6.4. Tender Criteria**

The Local Government shall, before tenders are publicly invited, determine in writing the criteria for deciding which tender should be accepted.

The evaluation panel shall be established prior to the advertising of a tender and include a mix of skills and experience relevant to the nature of the purchase.

For Requests with a total estimated (Ex GST) price of:

- Between \$40,000 and \$149,999, the panel must contain a minimum of 2 members; and
- \$150,000 and above, the panel must contain a minimum of 3 members.

#### **1.6.5. Advertising Tenders**

Tenders are to be advertised in a state wide publication e.g. “The West Australian” newspaper, Local Government Tenders section, preferably on a Wednesday or Saturday.

The tender must remain open for at least 14 days after the date the tender is advertised. Care must be taken to ensure that 14 full days are provided as a minimum.

The notice must include;

- a brief description of the goods or services required;
- information as to where and how tenders may be submitted;

- the date and time after which tenders cannot be submitted; and
- particulars identifying a person from whom more detailed information as to tendering may be obtained.

A reference to detailed information includes a reference to:

- such information as the local government decides should be disclosed to those interested in submitting a tender;
- detailed specifications of the goods or services required;
- the criteria for deciding which tender should be accepted;
- whether or not the local government has decided to submit a tender; and
- whether or not the CEO has decided to allow tenders to be submitted by facsimile or other electronic means, and if so, how tenders may so be submitted,
- After a notice has been given under subregulation (1) or (2), a local government may vary the information referred to in subregulation (3) by taking reasonable steps to give each person who has sought copies of the tender documents or each acceptable tenderer, as the case may be, notice of the variation.

#### **1.6.6. Issuing Tender Documentation**

Tenders will not be made available (counter, mail, internet, referral, or other means) without a robust process to ensure the recording of details of all parties who acquire the documentation.

This is essential as if clarifications, addendums or further communication is required prior to the close of tenders, all potential tenderers must have equal access to this information in order for the Local Government not to compromise its Duty to be Fair.

#### **1.6.7. Tender Deadline**

A tender that is not received in full in the required format by the advertised Tender Deadline shall be rejected.

#### **1.6.8. Opening of Tenders**

No tenders are to be removed from the tender box, or opened (read or evaluated) prior to the Tender Deadline.

Tenders are to be opened in the presence of the Chief Executive Officer's delegated nominee and preferably at least one other Council Officer. The details of all tenders received and opened shall be recorded in the Tenders Register.

Tenders are to be opened in accordance with the advertised time and place. There is no obligation to disclose or record tendered prices at the tender opening, and price information should be regarded as commercial-in-confidence to the Local Government. Members of the public are entitled to be present.

The Tenderer's Offer form, Price Schedule and other appropriate pages from each tender shall be date stamped and initialled by at least two Local Government Officers present at the opening of tenders.

#### **1.6.9. No Tenders Received**

Where the Local Government has invited tenders, however no compliant submissions have been received, direct purchases can be arranged on the basis of the following:

- a sufficient number of quotations are obtained;
- the process follows the guidelines for seeking quotations between \$40,000 & \$149,999 (listed above);
- the specification for goods and/or services remains unchanged;
- purchasing is arranged within 6 months of the closing date of the lapsed tender.

#### **1.6.10. Tender Evaluation**

Tenders that have not been rejected shall be assessed by the Local Government by means of a written evaluation against the pre-determined criteria. The tender evaluation panel shall assess each tender that has not been rejected to determine which tender is most advantageous.

#### **1.6.11. Addendum to Tender**

If, after the tender has been publicly advertised, any changes, variations or adjustments to the tender document and/or the conditions of tender are required, the Local Government may vary the initial information by taking reasonable steps to give each person who has sought copies of the tender documents notice of the variation.

#### **1.6.12. Minor Variation**

If after the tender has been publicly advertised and a successful tenderer has been chosen but before the Local Government and tenderer have entered into a Contract, a minor variation may be made by the Local Government.

A minor variation will not alter the nature of the goods and/or services procured, nor will it materially alter the specification or structure provided for by the initial tender.

#### **1.6.13. Notification of Outcome**

Each tenderer shall be notified of the outcome of the tender following Council resolution. Notification shall include:

- The name of the successful tenderer
- The total value of consideration of the winning offer

The details and total value of consideration for the winning offer must also be entered into the Tenders Register at the conclusion of the tender process.

#### **1.6.14. Records Management**

All records associated with the tender process or a direct purchase process must be recorded and retained. For a tender process this includes:

- Tender documentation;
- Internal documentation;
- Evaluation documentation;
- Enquiry and response documentation;
- Notification and award documentation.

For a direct purchasing process this includes:

- Quotation documentation;
- Internal documentation;
- Order forms and requisitions.

Record retention shall be in accordance with the minimum requirements of the State Records Act, and the Local Government's internal records management policy.

**Date Resolved:**

**Amendment:**





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Shire of Mt Marshall

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# LONG TERM FINANCIAL PLAN

2017/18 to 2026/27

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# Introduction

## Purpose of the Plan

The purpose of the Long Term Financial Plan (LTFP) is to present a financial analysis of all strategic objectives and goals set out in the integrated planning framework documents over a ten-year period. It is an integral part of Council's strategic planning process and is aligned to other core planning documents, including the Strategic Community Plan (2017/18 to 2026/27) and the Shire's Corporate Business Plan (2017/18). Information contained in other strategic plans including the Asset Management and Workforce Plans have informed the Long Term Financial Plan which is the basis for the preparation of the Shire's Annual Budget.

Financial and social indicators are inherent to predicting future values; these include consumer price index, interest rates, population growth and demographic trends. The Long Term Financial Plan analyses financial trends over a ten-year period on a range of assumptions and provides the Shire with information to assess resourcing requirements to achieve its strategic objectives and to assist the Shire to ensure long term financial sustainability.

This plan addresses the operating and capital needs placed on the Shire over the next ten years. It also shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Shire to the community.

## Shire Profile

Shire is approximately 273 kilometres north east of Perth and has borders with the Shires of Trayning, Koorda, Mukinbudin, Yalgoo, Dalwallinu, Westonia, Yilgarn, Wyalkatchem, Sandstone and Menzies. The area is primarily wheat, coarse grain, cattle and sheep farming district. There are many points of interest all serviced by the two main centres, Bencubbin and Beacon.

The Shire of Mt Marshall comprises an area of 10,189 km<sup>2</sup> and is located within the north eastern wheatbelt area of Western Australia. Some general statistics for the year ending 30 June 2016 were-

Area (km <sup>2</sup> )	10,134
Population	527
Km Roads - unsealed	1,440
Km Roads - sealed	307
Townsites	5
Major Population Centres	Bencubbin, Beacon
Density (Persons/km <sup>2</sup> )	0.052

The Long Term Financial Plan guides the Shire's financial management in a responsible and sustainable manner. The Shire's financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships from the community and other levels of government. The Shire will continue to explore funding innovations as a means to improve services and infrastructure.

To assist in the implementation and activation of the Strategic Community Plan the Shire will have to consider its current and future resource capacity. The Corporate Business Plan will assist in the

The development of these strategies and plans and their integration, will be reflected and perfected into the future.

Long term financial planning is a key element of the Integrated Planning and Reporting Framework. It enables the Shire to set priorities, based on their resourcing capabilities, for the delivery of short, medium and long-term community priorities.

This Plan indicates the Shire's long term financial sustainability, allows early identification of financial issues and their longer-term impacts, shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Council to the community.

The Strategic Community Plan sets out the vision, aspirations and objectives for the community over the next 10 years. It is the principal strategy and planning document. This means that it governs all of the work that the Shire undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of the community. The clear direction set by the Council ensures asset and service provision is focused to meet the requirements of the community, now and into the future.

The diagram illustrates the Strategic Planning Cycle, showing a continuous loop of planning and reporting. The cycle includes the following components:

- Vision** (top)
- Strategic Review 2, 4 yrs** (top right)
- Corporate Business Plan 4 Years** (center right)
- Annual Budget** (bottom right)
- Quarterly Reports** (bottom)
- Annual Report** (bottom left)
- Strategic Community Plan** (top left)

Central timeframes are indicated by blue ovals:

- 10+ Years** (top center)
- 1 Year** (bottom center)

Additional plans are listed in a box on the left:

- Long Term Financial Plan
- Asset Management Plans
- Workforce Plan
- Issue or Area Specific Plans

Arrows indicate the flow of the cycle, with a double-headed arrow between the Strategic Community Plan and the Corporate Business Plan, and a double-headed arrow between the Annual Report and the Corporate Business Plan.

## **Our Services**

### **Service programs**

The Shire delivers a wide range of services and facilities to the community. The revenues and expenditure of the Shire are required to be classified in accordance with legislation. The Local Government (Financial Management) Regulations 1996 (Schedule 1 Part 1) specify the minimum program classifications to be disclosed.

### **Statement of Objective**

The Shire of Mt Marshall is dedicated to providing high quality services to the community through the various service orientated programs which it has established.

### **Governance**

Administration and operation of facilities and services to members of the Council. Other costs that relate to the tasks of assisting elected members and rate payers on matters which do not concern specific shire services.

### **General Purpose Funding**

Rates, general purpose government grants and interest revenue.

### **Law, Order, Public Safety**

Supervision of various local laws, fire prevention, emergency services and animal control.

### **Health**

Food quality, pest control and other related matters.

### **Education & Welfare**

Home and community care assistance, operation of senior citizens' centre and playgroup centre. Family and community support service.

### **Housing**

Maintenance of staff and rental housing. Administration and maintenance of community housing.

### **Community Amenities**

Rubbish collection services, operation of tips, effluent service, noise control, administration, town-planning scheme, maintenance of cemeteries, maintenance of rest centres and storm water drainage maintenance.

### **Recreation & Culture**

Maintenance of halls, aquatic centre, recreation centres and various reserves. Operation of library.

### **Transport**

Construction and maintenance of streets, roads, drainage and footpaths. Cleaning and lighting of streets, traffic signs, depot maintenance and airstrip maintenance.

### **Economic Services**

The regulation and provision of tourism facilities, area promotion, building controls, saleyards, noxious weeds, vermin control and standpipes.

### **Other Property & Services**

Private work operations, Bankwest super agency, plant repairs and operation costs.

### **Service Levels**

It is proposed that existing service levels will be maintained for all operational areas in formulating this plan. However, a key objective in the Corporate Business Plan is to improve existing service levels in the longer term whilst continuing to achieve annual operating surpluses each year to fund the provision of infrastructure.

### **Asset Management**

The Shire has developed a strategic approach to asset management and prepared asset management plans based on the total life cycle of assets. The Asset Management Plans' will assist the Shire in predicting infrastructure consumption and asset renewal needs and identifies the cost required to renew or preserve the asset (renewal gap). The continued allocation of funding towards the renewal of assets and funding for maintenance and upgrades will result in a positive investment for the community in future. Asset acquisitions and capital works are funded from rate revenue, specific cash reserves, government grants or borrowings.

# Long Term Financial Forecasts

## Informing Strategies and Price indicators

This plan has been prepared to support the strategic planning process for the Shire. The plan addresses the operating and capital needs placed on the Shire over the next 10 years.

The plan will be reviewed every 2 years to reflect the prevailing economic conditions and changing community needs placed on the Shire. In compiling this long-term plan consideration has been given to the economic drivers that will influence the future cost of providing facilities and services. The values disclosed in this plan therefore represent estimated future prices and costs.

This long-term strategic financial plan is set against economic uncertainty. The plan addresses operating and capital outlays for the period 2017/18 to 2026/27. The changing economic circumstances have meant that projections for growth and therefore community demand as facilities and services are subject to how the Australian and State economies recover from the current economic position.

This plan represents a financial solution to meeting the competing demands of services and facilities to the community. There are numerous ways that will enable the Shire to achieve its objectives. This plan balances the funding needs of renewal and new infrastructure assets, existing services against rating expectations, reasonable fees, debt leverage and the use of accumulated funds held in reserve accounts.

To assist in the implementation and activation of the Shire's Strategic Community Plan this financial plan considers the Shire's current and future financial resources capacity. The Corporate Business Plan will assist in the realisation of our community's vision and aspirations in the medium term. It details the actions, services, operations and projects the Shire will deliver within a 4-year period, the resources available and associated costs. Other critical informing strategies associated with this plan are the Asset Management and Workforce Plans.

## Financial Strategies and Principles

The following assumptions have been applied in formulating the financial strategies underpinning the Long Term Financial Plan. These include -

Continuous improvement in the financial capacity and sustainability of the Shire through –

- Strengthening results to ensure sustainability
- Prudent use of debt
- Accumulation of funds to meet the cash flow demands for asset renewal etc
- The maintenance of a fair and equitable rating structure,
- Maintaining or improving service level standards,
- Maintaining/Increasing funding for asset maintenance and renewal,
- Development of infrastructure



## Service delivery and service levels

Service delivery and service levels will continue at the existing standards. Service level standards from the community strategic plan relate primarily to the creation of new facilities for a growing population. The asset management plans also are based on the provision of existing standards and services.

## Economic and Social Environment Indicators

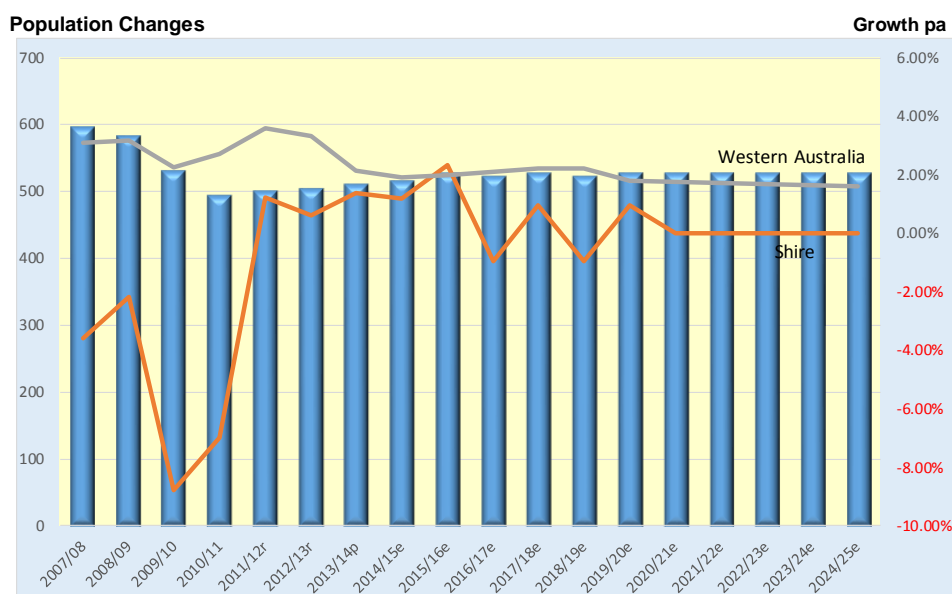
### Prices and growth drivers

The following economic and social drivers have been used to develop this plan –

Economic Assumptions	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Gross Domestic Product (GDP)	2.8%	3.0%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
<i>Federal Budget 2017/18</i>										
Population WA	2.2%	2.2%	1.8%	1.7%	1.7%	1.7%	1.7%	1.6%	1.6%	1.6%
<i>Federal Budget 2015/16</i>										
Population - Shire of Mt Marshall	1.0%	-0.9%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Local population forecasts</i>										
Consumer Price Index Australia	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
<i>Federal Budget 2015/16</i>										
Consumer Price Index Perth	2.2%	2.3%	2.3%	2.8%	2.5%	2.4%	2.3%	2.3%	2.3%	2.3%
<i>2016/17 State Budget - Economic and Fiscal Outlook Budget Paper No 3</i>										
Road and bridge construction index	2.3%	2.4%	2.4%	2.9%	2.6%	2.5%	2.4%	2.4%	2.4%	2.4%
<i>6427.0 Producer Price Indexes, Australia Tables 15 and 16. Road and bridge construction (4121) Western Australia (A2333769K)</i>										
Utility - Electricity	7.0%	7.0%	2.3%	2.8%	2.5%	2.4%	2.3%	2.3%	2.3%	2.3%
<i>2016/17 State Budget - Economic and Fiscal Outlook Budget Paper No 3</i>										
General Insurance	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
<i>TABLE 13. CPI: Group, Sub-group and Expenditure Class, Index Numbers by Capital City</i>										
Cash management rates	2.9%	3.2%	3.2%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
WATC 10 year borrowing rate	4.3%	4.7%	4.7%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%
WATC 20 year borrowing rate	4.9%	5.3%	5.3%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%

## Population

This plan has been developed on the following demographic trends and a forecast of maintaining our residential population.



r = subject to review, p = provisional, e = forecast



# Summary of Financial Plan

## Overview

The plan will be continuously reviewed to reflect the prevailing economic conditions and changing community needs placed on the Shire. In compiling the plan consideration has been given to the economic drivers that will influence the future cost of providing facilities and services. The values disclosed in the plan therefore represent estimated future prices and costs. The plan addresses the Shire's operating and capital requirements from 2017/18 to 2026/27.

One of the key challenges for Shire is to ensure it achieves ongoing financial sustainability in order to provide appropriate services and infrastructure for the community into the future.

The long term financial estimates are an integral part of Council's strategic planning process and represent a ten-year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. It indicates the Shire's long term financial sustainability, allows early identification of financial issues and their longer-term impacts. This plan addresses the operating and capital needs placed on the Shire over the next 10 years. It also shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Shire to the community.

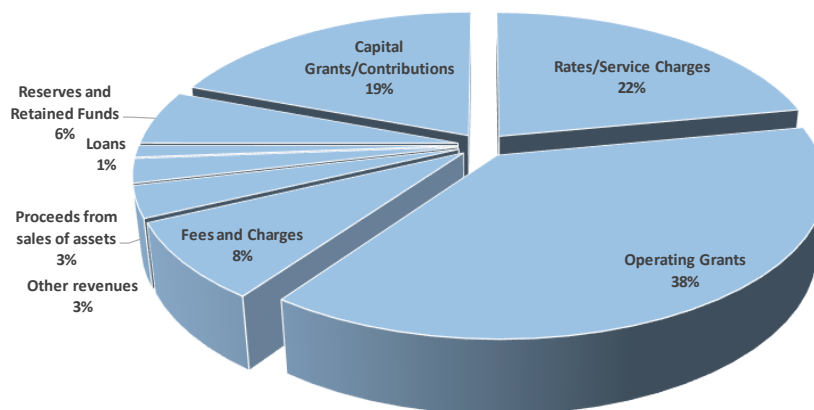
The key financial strategies underpinning the plan are:

- ✓ achieving operating surpluses in the long term
- ✓ continuous improvement in financial position
- ✓ maintaining a positive unrestricted cash
- ✓ development of alternative revenue streams than rates
- ✓ maintaining and improving service levels
- ✓ adequately funding for asset renewal/replacement
- ✓ maintaining a fair and equitable rating structure

## Source and Application of Funds

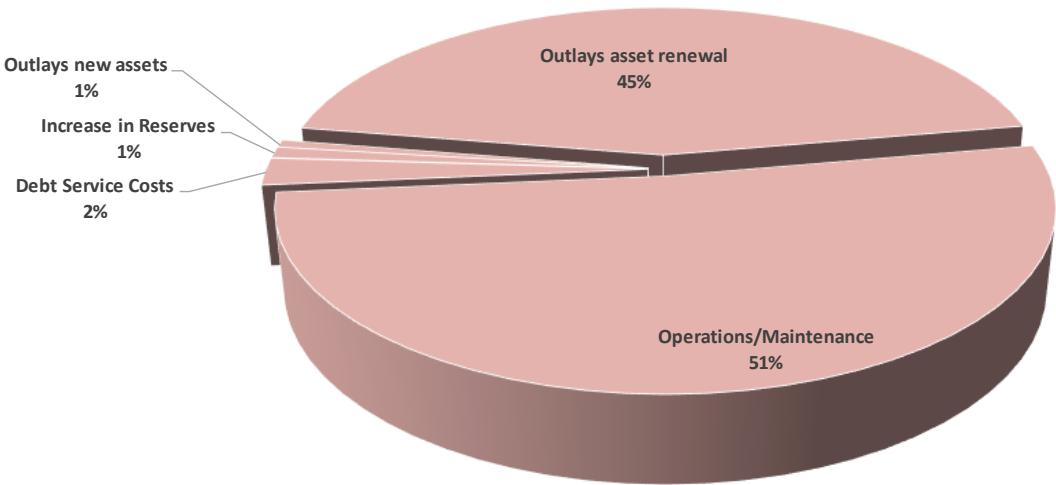
### Source of Funds

2017/18 to 2026/27



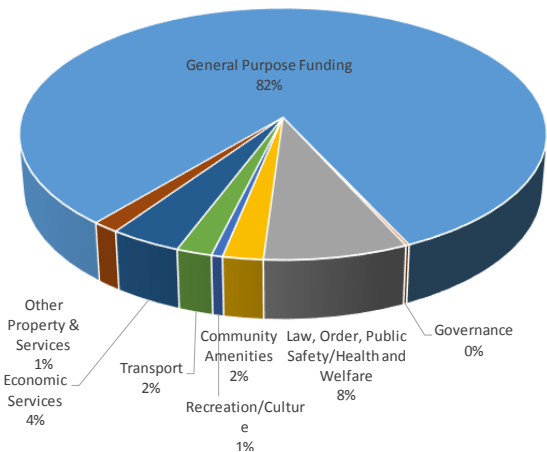
Application of Funds

2017/18 to 2026/27

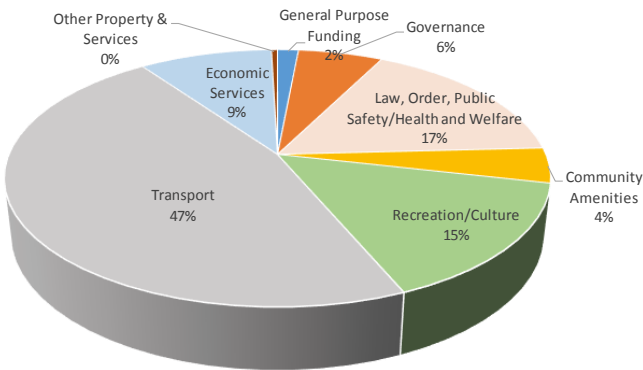


Operating Revenues

10 years to 2026/27



Operating Expenses

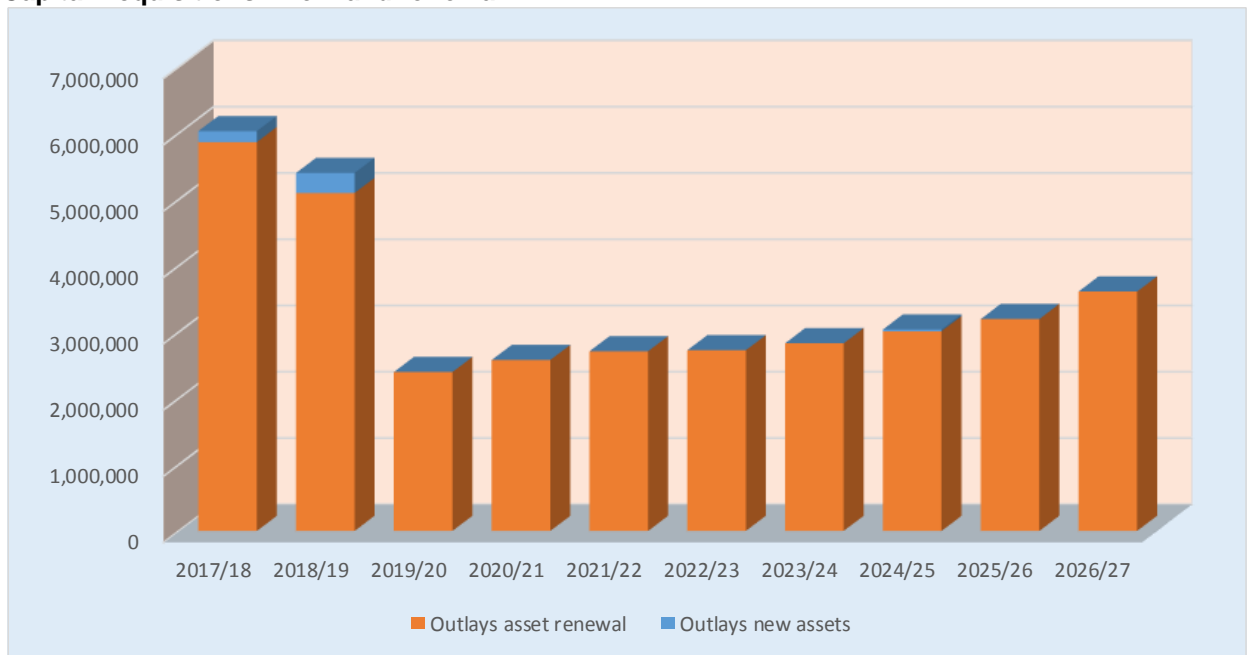


Capital Works

These long term financial estimates reflect the growth of new assets in the initial two years followed by a period of lower activity in the creation of new assets and a shift of focus on asset renewal. The creation of new assets will come from both the Shire’s asset program and new assets created by developers. The plan provides for increased resources to be applied to the renewal or upgrade of existing building and infrastructure assets. The provision of these funds allows the Shire to meet the key financial indicator in relation to expenditures on asset renewal compared to depreciation. A detailed listing of capital works is included at attachment 2.

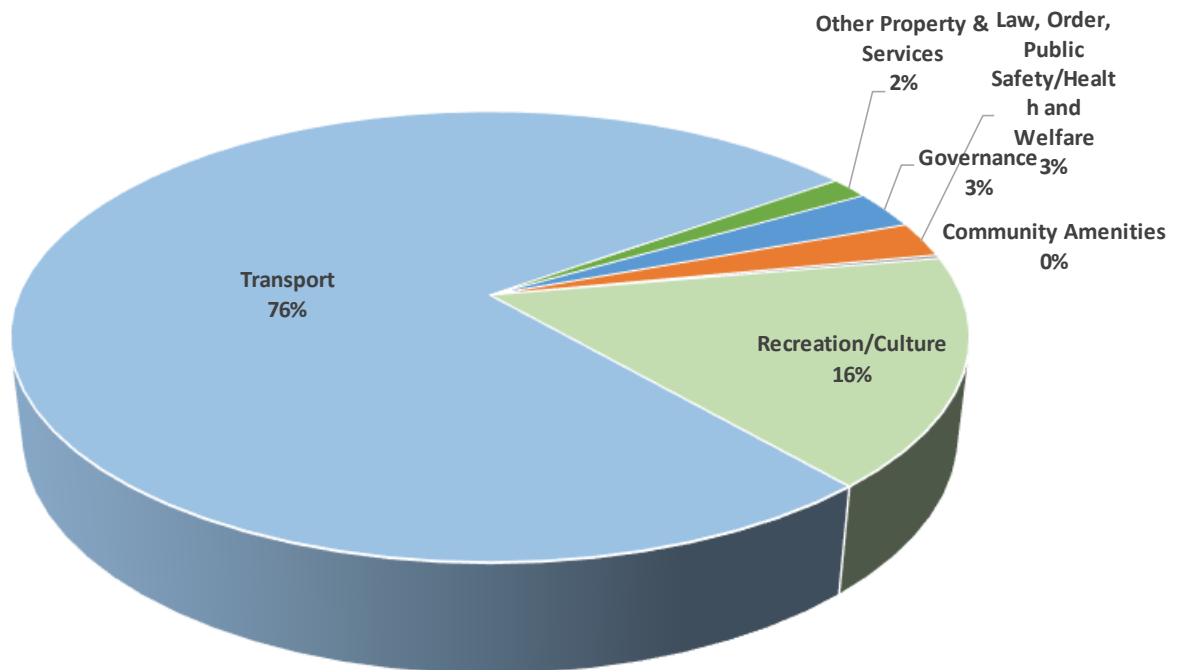
The key components of the plan are as follows --

### Capital Acquisitions - New and renewal



### Capital Outlays

10 years to 2026/27

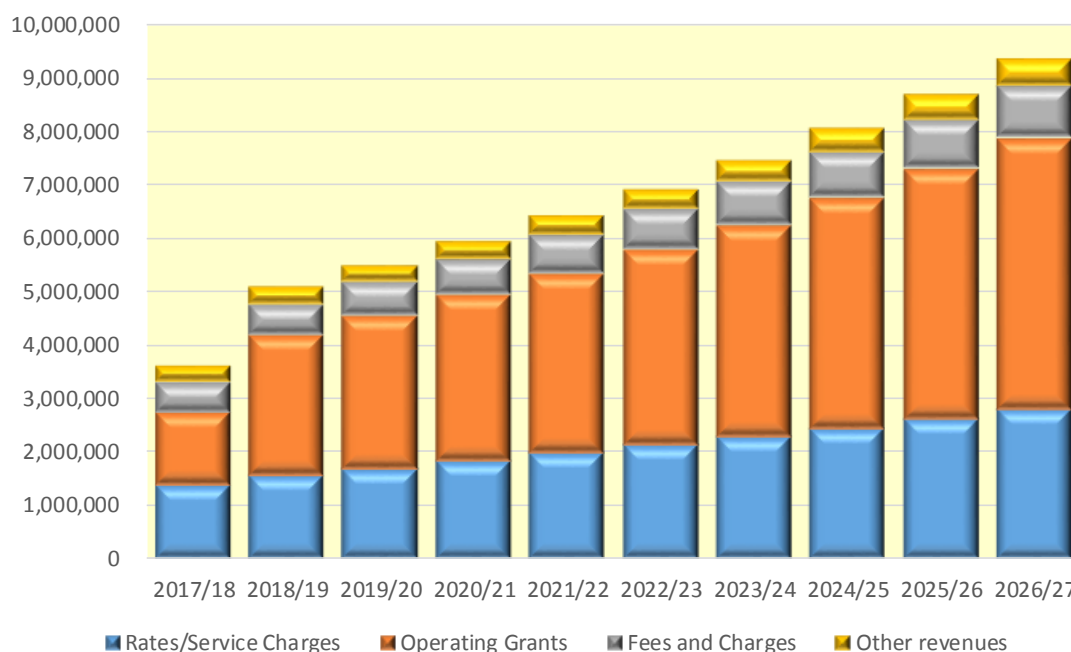


## Operating Results

The plan shows a balanced budget for each financial year. There is a steady growth in operating result arising from the proposed operating revenues and expenditures that enables funds to flow to the provision and renewal of community assets. These results enhance the long term financial sustainability of the Shire.

## Revenues

### Operating Revenues



## Rates

The plan has applied an increase of 3.5% in 2017/18 and CPI Perth plus 2% in the period 2018/19 to 2021/22 and CPI Perth plus 1% in the remaining years.

## Fees and Charges

Fees and charges assumptions are based on the CPI Perth indicators, statutory charges and projected increase in population. Discretionary fees and charges are planned to also be increased by CPI to match estimated additional costs in service delivery. The Shire does not recover the full cost of providing services but is working towards full cost recovery for services such as waste collection. State controlled fees - Application fees for building licences and planning and development approvals are limited by regulations preventing full cost recovery of these services.

## Grants and Contributions

In developing this long term model it is anticipated that using the CPI Perth Indicator to forecast Operating Grants and Contributions is to be a reasonable estimate over the ten year period.

The financial year 2017/18 will see an adjustment in the local government assistance grant for the advanced payment made in the 2016/17 financial year. The following year 2018/19 should see the normalisation of the local government assistance grant as administered by the West Australian Local Government Grants Commission.

The State government has reduced the direct road grant for road maintenance by 42% in 2017/18.

### **Interest Earnings**

Forecast on Councils investment portfolio are based on the term deposit rate in line with the Council's Investment Policy and Strategy.

### **Expenditures**

#### **Employee costs**

Estimates for employee costs are based on requirements outlined in the workforce plan and estimates associated or linked to growth drivers. Price escalation is based on employee remuneration increases in line with the Consumer Price Index.

#### **Material and Contracts**

Various price drivers have been used to escalate materials and contracts on a case-by-case basis. Real increases are based on growth drivers expected over the 10-year period.

#### **Utilities (gas, electricity, water)**

Recent announcements by the State government that cost escalation can be expected to be above CPI Perth, and will in some cases be up to twice the indicative rate.

#### **Insurance**

CPI Perth Inflation rate is considered a reasonable estimate to forecast insurance expenses for the ten-year period.

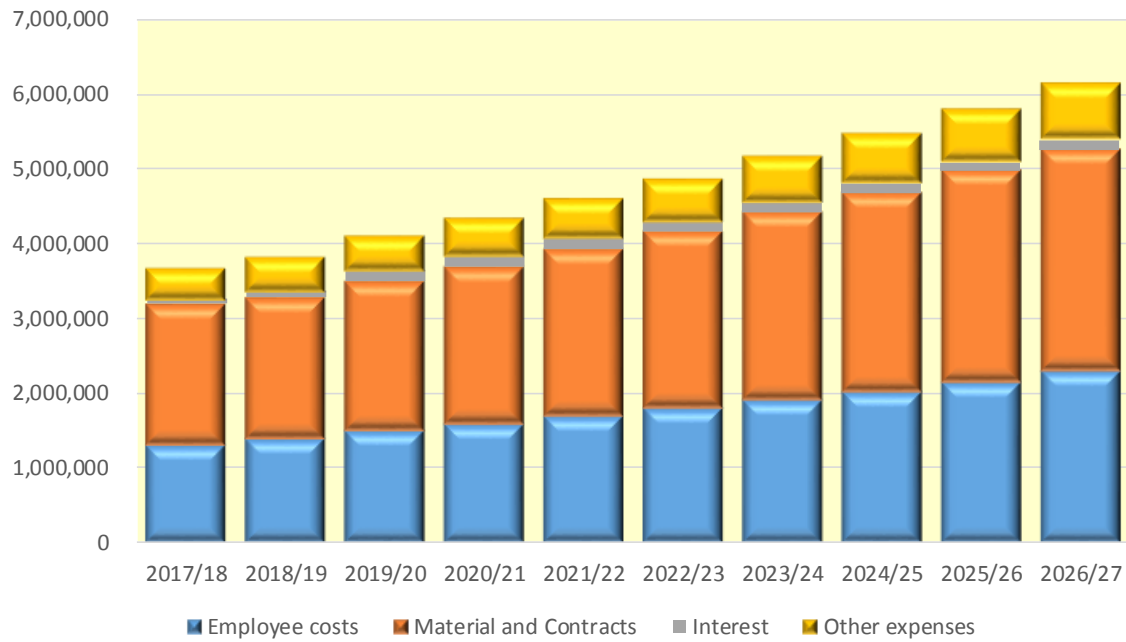
#### **Depreciation**

Property, plant, equipment and infrastructure (except for Land) have been depreciated on a straight-line method using rates based on 2016/17 depreciation rates. Asset values in this plan have not been adjusted to reflect the application of "fair value" to be applied progressively to asset classes from the 2017/18 onwards.

#### **Interest Expense**

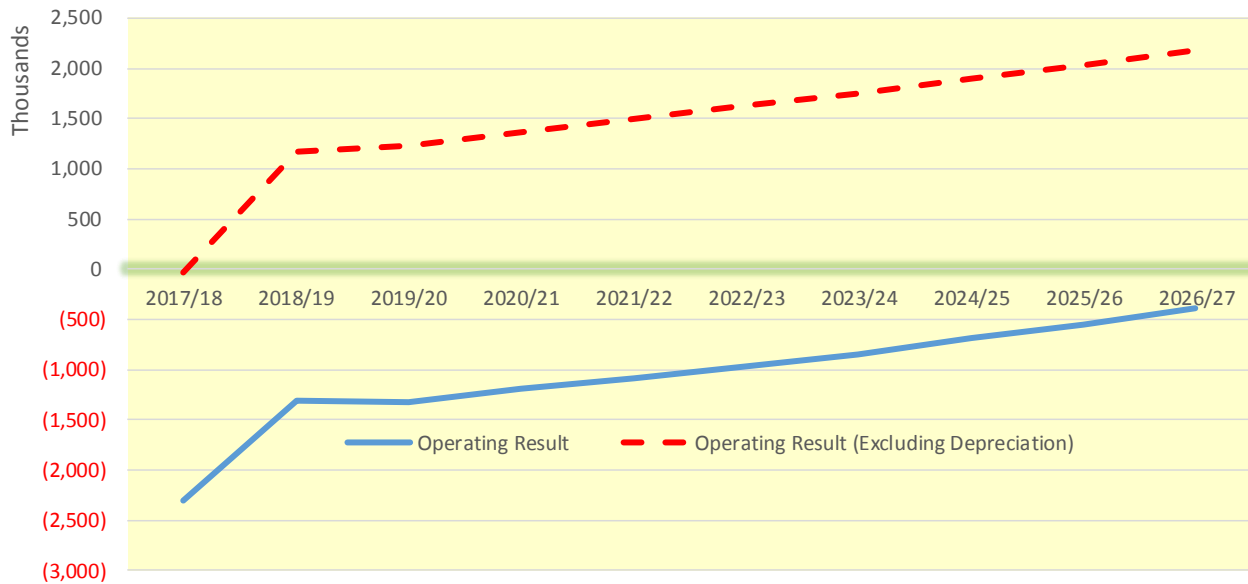
Forecast borrowing (interest) costs are based on the forecast 10-year Western Australian Treasury Corporation Indicative Rates.

## Operating Expenses



The operating result for 2017/18 is adversely affected by the advance of the Federal Assistance Grants in 2016/17. From 2018/19 the allocations are based on the normal allocations (without advances).

## Operating Results



## **Financial Statements**

The following Financial Statements have been prepared for the ten years covered in this plan. These estimates have been prepared on the basis of the assumptions shown previously in this document.

### **Statement of Comprehensive Income**

The Statement of Comprehensive Income has been prepared by program and by nature and type.

### **Statement of Comprehensive Income by Program**

Identifies the cost of goods and services provided, and the extent to which costs are recovered from revenues. Programs are defined by Regulation under the Local Government Act WA 1995.

### **Statement of Comprehensive Income by Nature/type**

Identifies the inputs by nature/ type of the revenue or expense. Descriptions are defined by Regulation under the Local Government Act WA.

The Statement of Comprehensive Income is prepared on an accrual basis. This process recognises income as it is earned and expenses as they are incurred. In addition, it makes adjustments for unearned income, credit sales, pre-payments, accrued expenses and non-cash provisions (i.e. depreciation and leave entitlements). This method provides a more accurate reflection of the transactions which actually occurred during the accounting period, and is a better reflection of the actual business activities undertaken by the Shire. Depreciation, which is an expense charged in the Statement of Comprehensive Income, reflects the value of capital assets consumed during the accounting period.

Accounting Standard AASB 1004 Contributions requires contributions to be recognised as revenue (i.e. in the Statement of Comprehensive Income) when the Shire obtains control over the assets comprising the contributions, notwithstanding that those contributions may be a grant for a capital item. Given this requirement, grants for capital works have the potential to significantly affect the operating result in a particular year.

### **Rate Setting Statement**

This statement summarises the operating, capital, debt and reserves transactions. It utilises the same reporting procedures required formulating the Shire's Annual Budget under the Local Government Act (WA). The plan identifies the funds necessary to balance the budget in each financial year through the collection of Rates.

### **Statement of Financial Position (Balance Sheet)**

The purpose of the Statement of Financial Position is to provide a "snap-shot" of the overall financial position of the Shire. This statement is constructed according to well defined accounting principles which are embodied in the Australian Accounting Standards. The ratepayer equity in the Shire can be calculated by deducting total liabilities from total assets.

The Statement discloses transactions as current and non-current assets, and current and non-current liabilities and equity.

## Statement of Comprehensive Income - by program

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Operating Revenues</b>										
General Purpose Funding	2,702,904	3,892,856	4,059,817	4,246,938	4,437,608	4,622,349	4,813,709	5,012,741	5,219,925	5,429,339
Governance	15,399	10,565	10,717	10,865	11,008	11,155	11,305	11,458	11,615	11,775
Law, Order & Public Safety	13,443	13,665	14,089	14,389	14,681	14,979	15,285	15,597	15,916	16,243
Health	130,800	134,436	137,817	141,081	144,255	147,501	150,820	154,213	157,683	161,231
Education & Welfare	81,101	82,970	85,453	87,477	89,445	91,458	93,516	95,620	97,772	99,971
Housing	170,820	174,632	179,983	184,245	188,391	192,629	196,964	201,395	205,927	210,561
Community Amenities	111,024	113,016	116,900	119,632	122,289	125,006	127,785	130,627	133,533	136,505
Recreation & Culture	34,049	34,172	34,625	34,848	35,041	35,234	35,424	35,612	35,798	35,981
Transport	97,861	100,515	103,111	105,553	107,928	110,357	112,840	115,378	117,974	120,628
Economic Services	221,935	202,349	207,382	212,243	216,967	221,799	226,740	231,793	236,960	242,242
Other Property & Services	74,602	76,197	77,681	79,449	81,885	83,030	84,881	86,774	89,561	90,689
Operating Revenues	3,653,938	4,835,373	5,027,575	5,236,720	5,449,498	5,655,497	5,869,269	6,091,208	6,322,664	6,555,165
<b>Operating Expenses</b>										
General Purpose Funding	(89,371)	(90,717)	(92,252)	(93,963)	(95,627)	(97,329)	(99,069)	(100,848)	(102,667)	(104,527)
Governance	(431,176)	(352,287)	(374,010)	(369,602)	(391,003)	(386,226)	(408,511)	(403,264)	(426,533)	(421,140)
Law, Order & Public Safety	(112,080)	(116,490)	(119,594)	(122,004)	(124,375)	(126,889)	(129,279)	(131,669)	(134,121)	(136,683)
Health	(327,025)	(333,772)	(342,239)	(353,008)	(358,227)	(366,308)	(377,405)	(382,965)	(391,575)	(403,445)
Education & Welfare	(243,434)	(251,907)	(258,451)	(263,984)	(269,395)	(275,040)	(280,574)	(286,164)	(291,888)	(297,817)
Housing	(336,937)	(306,673)	(312,047)	(318,090)	(324,049)	(330,420)	(336,363)	(342,276)	(348,348)	(354,739)
Community Amenities	(257,623)	(265,718)	(272,312)	(278,129)	(283,805)	(289,687)	(295,537)	(301,470)	(307,543)	(313,805)
Recreation & Culture	(849,491)	(913,615)	(962,877)	(975,100)	(986,946)	(999,896)	(1,011,051)	(1,021,770)	(1,032,695)	(1,044,353)
Transport	(2,723,956)	(2,909,697)	(2,994,979)	(3,025,938)	(3,057,535)	(3,097,151)	(3,122,056)	(3,142,954)	(3,164,920)	(3,192,168)
Economic Services	(562,389)	(576,789)	(588,564)	(598,977)	(609,144)	(619,679)	(630,160)	(640,793)	(651,675)	(662,902)
Other Property & Services	(24,981)	(35,047)	(37,119)	(34,802)	(32,668)	(31,191)	(28,395)	(25,383)	(21,752)	(18,838)
Operating Expenses	(5,958,463)	(6,152,712)	(6,354,444)	(6,433,597)	(6,532,774)	(6,619,816)	(6,718,400)	(6,779,556)	(6,873,717)	(6,950,417)
Profit/Loss on disposal of assets	(60,000)	0	0	0	0	0	0	0	0	0
Net operations	(2,364,525)	(1,317,339)	(1,326,869)	(1,196,877)	(1,083,276)	(964,319)	(849,131)	(688,348)	(551,053)	(395,252)
<b>Non-operating grants/contributions</b>										
Community Amenities	28,875	0	0	0	0	0	0	0	0	0
Recreation & Culture	1,017,400	974,922	0	0	0	0	0	0	0	0
Transport	1,908,667	992,324	1,032,929	1,081,459	1,130,388	1,179,766	1,230,278	1,283,493	1,339,448	1,398,433
Non-operating grants/contributions	2,954,942	1,967,246	1,032,929	1,081,459	1,130,388	1,179,766	1,230,278	1,283,493	1,339,448	1,398,433
Income Statement Profit/(Loss)	590,417	649,907	(293,940)	(115,418)	47,112	215,447	381,147	595,145	788,395	1,003,181



## Statement of Comprehensive Income - by nature/type

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Operating Revenue</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Rate revenue	1,388,257	1,451,867	1,512,557	1,583,134	1,653,003	1,707,512	1,761,878	1,817,980	1,875,933	1,935,729
Operating grants/subsidies/contributions	1,391,999	2,542,953	2,655,118	2,771,544	2,892,983	3,019,844	3,152,371	3,290,818	3,435,456	3,586,561
Fees and Charges	553,384	566,541	582,742	596,399	609,677	623,256	637,142	651,341	665,862	680,707
Interest earnings	114,456	69,864	69,407	74,119	78,001	85,993	95,186	104,499	114,032	117,596
Other Revenue	205,842	204,148	207,751	211,524	215,834	218,892	222,692	226,570	231,381	234,572
Operating Revenue	3,653,938	4,835,373	5,027,575	5,236,720	5,449,498	5,655,497	5,869,269	6,091,208	6,322,664	6,555,165
<b>Operating Expenses</b>										
Employee costs	(1,318,568)	(1,355,076)	(1,389,087)	(1,421,964)	(1,453,971)	(1,486,702)	(1,520,166)	(1,554,390)	(1,589,378)	(1,625,162)
Material and Contracts	(1,890,294)	(1,804,306)	(1,858,991)	(1,889,668)	(1,939,730)	(1,966,957)	(2,025,082)	(2,050,979)	(2,108,405)	(2,141,299)
Utilities (gas elect water)	(163,970)	(168,529)	(172,772)	(176,863)	(180,842)	(184,908)	(189,069)	(193,327)	(197,678)	(202,129)
Depreciation	(2,272,558)	(2,480,870)	(2,559,040)	(2,566,610)	(2,575,920)	(2,595,100)	(2,594,090)	(2,587,020)	(2,580,570)	(2,580,300)
Insurance	(145,990)	(150,097)	(154,321)	(158,661)	(163,120)	(167,709)	(172,426)	(177,274)	(182,258)	(187,386)
Interest	(51,960)	(75,519)	(98,940)	(95,658)	(92,210)	(88,586)	(84,777)	(80,773)	(76,564)	(72,138)
Other expenses	(115,123)	(118,315)	(121,293)	(124,173)	(126,981)	(129,854)	(132,790)	(135,793)	(138,864)	(142,003)
Operating Expenses	(5,958,463)	(6,152,712)	(6,354,444)	(6,433,597)	(6,532,774)	(6,619,816)	(6,718,400)	(6,779,556)	(6,873,717)	(6,950,417)
Profit(Loss) - normal operations	(2,304,525)	(1,317,339)	(1,326,869)	(1,196,877)	(1,083,276)	(964,319)	(849,131)	(688,348)	(551,053)	(395,252)
<b>Other</b>										
Non-operating grants/contributions	2,954,942	1,967,246	1,032,929	1,081,459	1,130,388	1,179,766	1,230,278	1,283,493	1,339,448	1,398,433
Profit on asset disposals	73,000	0	0	0	0	0	0	0	0	0
Loss on asset disposals	(133,000)	0	0	0	0	0	0	0	0	0
Other	2,894,942	1,967,246	1,032,929	1,081,459	1,130,388	1,179,766	1,230,278	1,283,493	1,339,448	1,398,433
Income Statement Profit/(Loss)	590,417	649,907	(293,940)	(115,418)	47,112	215,447	381,147	595,145	788,395	1,003,181
Profit/(Loss)	590,417	649,907	(293,940)	(115,418)	47,112	215,447	381,147	595,145	788,395	1,003,181

## Rate Setting Statement

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>1 July Surplus/(Deficit)</b>	<b>1,787,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue from operating activities (excluding rates)</b>											
General Purpose Funding	1,322,909	2,476,438	2,582,709	2,699,253	2,820,054	2,950,286	3,087,280	3,230,210	3,379,441	3,529,059	3,685,602
Governance	28,399	10,565	10,717	10,865	11,008	11,155	11,305	11,458	11,615	11,775	11,940
Law, Order & Public Safety	13,443	13,665	14,089	14,389	14,681	14,979	15,285	15,597	15,916	16,243	16,577
Health	130,800	134,436	137,817	141,081	144,255	147,501	150,820	154,213	157,683	161,231	164,859
Education & Welfare	81,101	82,970	85,453	87,477	89,445	91,458	93,516	95,620	97,772	99,971	102,220
Housing	170,820	174,632	179,983	184,245	188,391	192,629	196,964	201,395	205,927	210,561	215,299
Community Amenities	139,899	113,016	116,900	119,632	122,289	125,006	127,785	130,627	133,533	136,505	139,544
Recreation & Culture	34,049	34,172	34,625	34,848	35,041	35,234	35,424	35,612	35,798	35,981	36,161
Transport	272,120	100,515	103,111	105,553	107,928	110,357	112,840	115,378	117,974	120,628	123,343
Economic Services	221,935	202,349	207,382	212,243	216,967	221,799	226,740	231,793	236,960	242,242	247,644
Other Property & Services	74,600	76,197	77,681	79,449	81,885	83,030	84,881	86,774	88,561	90,689	92,867
	<b>2,490,075</b>	<b>3,418,955</b>	<b>3,550,467</b>	<b>3,689,035</b>	<b>3,831,944</b>	<b>3,983,434</b>	<b>4,142,840</b>	<b>4,308,677</b>	<b>4,482,180</b>	<b>4,654,885</b>	<b>4,836,056</b>
<b>Expenditure from operating activities</b>											
General Purpose Funding	(69,371)	(90,717)	(92,252)	(93,963)	(95,627)	(97,329)	(99,069)	(100,848)	(102,667)	(104,527)	(106,429)
Governance	(431,176)	(352,287)	(374,010)	(369,602)	(391,003)	(386,226)	(408,511)	(403,269)	(426,538)	(421,145)	(446,052)
Law, Order & Public Safety	(112,080)	(116,490)	(119,594)	(122,004)	(124,375)	(126,889)	(129,279)	(131,673)	(134,125)	(136,687)	(139,742)
Health	(267,025)	(333,772)	(342,239)	(353,008)	(358,227)	(366,308)	(377,405)	(382,966)	(391,576)	(403,446)	(409,473)
Education & Welfare	(243,435)	(251,907)	(258,451)	(263,984)	(269,395)	(275,040)	(280,574)	(286,169)	(291,893)	(297,822)	(304,458)
Housing	(541,937)	(306,673)	(312,047)	(318,090)	(324,049)	(330,420)	(336,363)	(342,288)	(348,360)	(354,751)	(362,654)
Community Amenities	(257,623)	(265,718)	(272,312)	(278,129)	(283,805)	(289,687)	(295,537)	(301,473)	(307,546)	(313,808)	(320,608)
Recreation & Culture	(849,490)	(913,615)	(962,877)	(975,100)	(986,946)	(999,896)	(1,011,051)	(1,021,808)	(1,032,732)	(1,044,390)	(1,060,918)
Transport	(2,771,956)	(2,909,697)	(2,994,979)	(3,025,938)	(3,057,535)	(3,097,151)	(3,122,056)	(3,143,274)	(3,165,231)	(3,192,469)	(3,257,422)
Economic Services	(562,388)	(576,789)	(588,564)	(598,977)	(609,144)	(619,679)	(630,160)	(640,798)	(651,680)	(662,907)	(675,082)
Other Property & Services	(24,981)	(35,047)	(37,119)	(34,802)	(32,668)	(31,191)	(28,166)	(25,410)	(21,779)	(18,865)	(18,972)
	<b>(6,131,462)</b>	<b>(6,152,712)</b>	<b>(6,354,444)</b>	<b>(6,433,597)</b>	<b>(6,532,774)</b>	<b>(6,619,816)</b>	<b>(6,718,171)</b>	<b>(6,779,976)</b>	<b>(6,874,127)</b>	<b>(6,950,817)</b>	<b>(7,101,810)</b>
<b>Operating activities excluded from budget</b>											
(Profit)/Loss on Asset Disposals	60,000	0	0	0	0	0	0	0	0	0	0
Depreciation on Assets	2,272,558	2,480,870	2,559,040	2,566,610	2,575,920	2,595,100	2,594,090	2,587,440	2,580,980	2,580,700	2,629,420
Movement in Staff Leave Provisions	4	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,800	7,000
<b>Amount attributable to operating activities</b>	<b>479,075</b>	<b>(247,787)</b>	<b>(239,637)</b>	<b>(172,452)</b>	<b>(119,210)</b>	<b>(35,382)</b>	<b>24,859</b>	<b>122,441</b>	<b>195,533</b>	<b>291,568</b>	<b>370,666</b>
<b>INVESTING ACTIVITIES</b>											
Non-operating grants, contributions	2,751,808	1,967,246	1,032,929	1,081,459	1,130,388	1,179,766	1,230,278	1,283,493	1,339,448	1,398,433	1,460,587
Purchase Property Plant & Equipment	(3,230,361)	(3,818,760)	(741,235)	(835,402)	(877,833)	(683,200)	(682,325)	(529,330)	(496,432)	(1,042,868)	(1,012,173)
Capital Outlays on Infrastructure	(2,679,978)	(1,582,137)	(1,656,187)	(1,743,565)	(1,832,386)	(2,042,801)	(2,149,649)	(2,508,835)	(2,700,275)	(2,569,327)	(2,858,042)
Proceeds from Sale of Non-Current Assets	260,000	188,008	165,540	242,589	225,060	190,070	157,834	169,815	153,935	171,249	283,250
	<b>(2,898,531)</b>	<b>(3,245,643)</b>	<b>(1,198,953)</b>	<b>(1,254,919)</b>	<b>(1,354,771)</b>	<b>(1,356,165)</b>	<b>(1,443,862)</b>	<b>(1,584,857)</b>	<b>(1,703,324)</b>	<b>(2,042,513)</b>	<b>(2,126,378)</b>
<b>FINANCING ACTIVITIES</b>											
Proceeds from New Debentures	0	940,440	0	0	0	0	0	0	0	0	0
Repayment of Debentures	(106,412)	(121,355)	(68,541)	(71,823)	(75,271)	(78,895)	(82,704)	(86,708)	(90,917)	(95,342)	(99,996)
Proceeds from Self Supporting Loans	19,407	17,410	9,167	9,524	9,894	10,279	10,678	11,093	11,524	11,972	12,438
Transfers (to) Reserves	(486,659)	(124,849)	(139,549)	(195,549)	(225,049)	(247,349)	(270,849)	(279,949)	(288,749)	(291,549)	(294,849)
Transfers from Reserves	1,633,127	1,365,366	160,405	137,534	146,853	35,449	35,449	35,449	35,449	225,584	195,099
	<b>1,059,463</b>	<b>2,077,012</b>	<b>(38,518)</b>	<b>(120,314)</b>	<b>(143,573)</b>	<b>(280,516)</b>	<b>(307,426)</b>	<b>(320,115)</b>	<b>(332,693)</b>	<b>(149,335)</b>	<b>(187,308)</b>
<b>Budgeted deficiency before general rates</b>	<b>(1,359,994)</b>	<b>(1,416,418)</b>	<b>(1,477,108)</b>	<b>(1,547,685)</b>	<b>(1,617,554)</b>	<b>(1,672,063)</b>	<b>(1,726,429)</b>	<b>(1,782,531)</b>	<b>(1,840,484)</b>	<b>(1,900,280)</b>	<b>(1,943,020)</b>
<b>Amount required from General Rate</b>	<b>1,359,994</b>	<b>1,416,418</b>	<b>1,477,108</b>	<b>1,547,685</b>	<b>1,617,554</b>	<b>1,672,063</b>	<b>1,726,429</b>	<b>1,782,531</b>	<b>1,840,484</b>	<b>1,900,280</b>	<b>1,943,020</b>

## Capital Outlays

SUMMARY	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Capital Outlays</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	
New Outlays	164,350	303,030	0	0	0	0	0	25,773	0	0
Renewal Outlays	5,745,989	5,097,867	2,397,422	2,578,967	2,710,219	2,726,001	2,831,974	3,012,392	3,196,707	3,612,195
Total	5,910,339	5,400,897	2,397,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195
<b>Funding Sources</b>										
Grants	2,854,942	1,967,246	1,032,929	1,081,459	1,130,388	1,179,766	1,230,278	1,283,493	1,339,448	1,398,433
Asset Sale	20,000	0	0	0	0	0	0	0	0	0
Trade-in	240,000	188,008	165,540	242,589	225,060	190,070	157,834	169,815	153,935	171,249
Contribution	100,000	0	0	0	0	0	0	0	0	0
	3,214,942	2,155,254	1,198,469	1,324,048	1,355,448	1,369,836	1,388,112	1,453,308	1,493,383	1,569,682
<b>Council Resources</b>										
Reserves	1,624,064	1,329,917	124,956	102,085	111,404	0	0	0	0	190,135
Rates	1,024,453	975,286	1,073,997	1,152,834	1,243,367	1,356,165	1,443,862	1,584,857	1,703,324	1,852,378
Cfwd Funds	46,880									
	2,695,397	2,305,203	1,198,953	1,254,919	1,354,771	1,356,165	1,443,862	1,584,857	1,703,324	2,042,513
Loan	0	940,440	0	0	0	0	0	0	0	0
	5,910,339	5,400,897	2,397,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195
<b>OUTLAYS by PROGRAM</b>										
Governance	85,000	84,607	97,188	77,936	130,534	81,788	107,185	85,510	112,063	89,401
Health	25,000	0	0	0	0	0	0	0	0	0
Housing	81,600	62,696	64,122	65,922	67,596	69,214	70,786	98,167	74,040	75,722
Community Amenities	74,750	0	0	0	0	0	0	0	0	18,931
Recreation & Culture	2,492,761	2,925,812	0	65,861	0	23,071	70,672	0	73,888	25,241
Transport	3,129,228	2,098,112	2,230,772	2,363,760	2,483,931	2,546,168	2,435,869	2,848,466	2,930,559	3,371,363
Economic Services	22,000	224,448	0	0	22,532	0	141,573	0	0	25,241
Other Property & Services	0	5,222	5,340	5,488	5,626	5,760	5,889	6,022	6,157	6,296
	5,910,339	5,400,897	2,397,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195

## Statement of Financial Position

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Current Assets</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Cash & Cash Equivalents	2,210,832	965,215	939,059	991,574	1,064,070	1,270,070	1,499,370	1,737,570	1,984,370	2,043,535
Trade and Other Receivables	366,202	352,736	358,603	353,160	359,678	353,607	360,848	354,078	362,123	354,574
Inventories	22,513	21,933	22,545	21,899	22,580	21,861	22,619	21,819	22,663	21,773
Total Current Assets	2,599,547	1,339,884	1,320,207	1,366,633	1,446,328	1,645,538	1,882,837	2,113,467	2,369,156	2,419,882
<b>Current Liabilities</b>										
Trade and Other Payables	295,110	289,307	295,429	288,970	295,784	288,595	296,179	288,178	296,619	287,714
Provisions	215,624	215,624	215,624	215,624	215,624	215,624	215,624	215,624	215,624	215,624
Borrowings (current)	121,355	68,541	71,823	75,271	78,895	82,704	86,708	90,917	95,342	99,996
Total Current Liabilities	632,089	573,472	582,876	579,865	590,303	586,923	598,511	594,719	607,585	603,334
Net Current Assets	1,967,458	766,412	737,331	786,768	856,025	1,058,615	1,284,326	1,518,748	1,761,571	1,816,548
<b>Non-Current Assets</b>										
Receivables	233,567	224,400	214,876	204,982	194,703	184,025	172,932	161,408	149,436	136,998
Other Non-Current Assets	233,567	224,400	214,876	204,982	194,703	184,025	172,932	161,408	149,436	136,998
<b>Property, Plant, Equipment Infrastructure</b>										
Property Plant and Equipment	16,812,189	19,861,811	19,770,836	19,683,719	19,643,472	19,422,522	19,094,790	18,758,125	18,422,702	18,632,181
Infrastructure	92,073,859	91,756,256	91,520,073	91,376,958	91,326,444	91,488,225	91,895,778	92,513,773	93,311,398	93,962,565
Total	108,886,048	111,618,067	111,290,909	111,060,677	110,969,916	110,910,747	110,990,568	111,271,898	111,734,100	112,594,746
Total Assets	111,087,073	112,608,879	112,243,116	112,052,427	112,020,644	112,153,387	112,447,826	112,952,054	113,645,107	114,548,292
<b>Non-Current Liabilities</b>										
Provisions	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040
Long Term Borrowings	1,080,405	1,952,304	1,880,481	1,805,210	1,726,315	1,643,611	1,556,903	1,465,986	1,370,644	1,270,648
Total Non-Current Liabilities	1,091,445	1,963,344	1,891,521	1,816,250	1,737,355	1,654,651	1,567,943	1,477,026	1,381,684	1,281,688
Net Assets	109,995,628	110,645,535	110,351,595	110,236,177	110,283,289	110,498,736	110,879,883	111,475,028	112,263,423	113,266,604
<b>Equity</b>										
Accumulated Surplus	79,562,369	81,452,793	81,179,709	81,006,276	80,975,192	80,978,739	81,124,486	81,475,131	82,010,226	82,947,442
Cash Backed Reserves	2,378,773	1,138,256	1,117,400	1,175,415	1,253,611	1,465,511	1,700,911	1,945,411	2,198,711	2,264,676
Asset Revaluation Reserve	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486
Total Equity	109,995,628	110,645,535	110,351,595	110,236,177	110,283,289	110,498,736	110,879,883	111,475,028	112,263,423	113,266,604

## Statement of Changes in Equity

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Accumulated Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Balance as at 1 July	77,825,484	79,562,369	81,452,793	81,179,709	81,006,276	80,975,192	80,978,739	81,124,486	81,475,131	82,010,226
Net Result	590,417	649,907	(293,940)	(115,418)	47,112	215,447	381,147	595,145	788,395	1,003,181
Reserve Transfers	1,146,468	1,240,517	20,856	(58,015)	(78,196)	(211,900)	(235,400)	(244,500)	(253,300)	(65,965)
Balance as at 30 June	79,562,369	81,452,793	81,179,709	81,006,276	80,975,192	80,978,739	81,124,486	81,475,131	82,010,226	82,947,442
<b>Cash Backed Reserves</b>										
Balance as at 1 July	3,525,241	2,378,773	1,138,256	1,117,400	1,175,415	1,253,611	1,465,511	1,700,911	1,945,411	2,198,711
Transfers to	554,026	124,849	139,549	195,549	225,049	247,349	270,849	279,949	288,749	291,549
Funds Utilised	(1,700,494)	(1,365,366)	(160,405)	(137,534)	(146,853)	(35,449)	(35,449)	(35,449)	(35,449)	(225,584)
Balance as at 30 June	2,378,773	1,138,256	1,117,400	1,175,415	1,253,611	1,465,511	1,700,911	1,945,411	2,198,711	2,264,676
<b>Revaluation Reserves</b>										
Balance as at 1 July	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486
Balance as at 30 June	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486	28,054,486
<b>Total Equity</b>	<b>109,995,628</b>	<b>110,645,535</b>	<b>110,351,595</b>	<b>110,236,177</b>	<b>110,283,289</b>	<b>110,498,736</b>	<b>110,879,883</b>	<b>111,475,028</b>	<b>112,263,423</b>	<b>113,266,604</b>

## Key Performance Indicators

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Operating Surplus Ratio	● (101)%	● (57)%	● (56)%	● (49)%	● (42)%	● (37)%	● (31)%	● (25)%	● (19)%	● (13)%
Own Source Revenue Coverage Ratio	● 38%	● 37%	● 37%	● 38%	● 39%	● 40%	● 40%	● 41%	● 42%	● 43%
Debt Service Coverage Ratio	● (0.3)	● 6.3	● 7.9	● 8.7	● 9.5	● 10.3	● 10.9	● 11.8	● 12.6	● 13.5
Financial Health Indicator	● 30	● 48	● 45	● 47	● 48	● 48	● 49	● 50	● 50	● 50

**Operating Surplus Ratio** - An indicator of the extent to which revenue raised not only covers operational expenses, but also provides for capital funding. (Operating revenue (excl capital grants & profit on sales) LESS operating expense (excl loss on sales) DIVIDED BY Own Source Revenue). **Statutory KPI - Target is between 0% and 15%**

**Own source revenue** means revenue from rates and service charges, fees and user charges, reimbursements and recoveries, interest income and profit on disposal of assets.

**Own source revenue coverage ratio** - means the ratio determined by dividing own source operating revenue by operating expense. **Statutory KPI - Base: 40% to 60%**  
**Advanced: greater than 60%.**

**Debt service cover ratio** - An indicator of a Shire's ability to generate sufficient cash to cover its debt payments. (Operating Revenue LESS Operating Expenses (excl depreciation and interest) DIVIDED BY Debt Service Costs (principal and interest)). **Statutory KPI - Target is greater than or equal to 2.**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Current Ratio	● 42%	● 43%	● 43%	● 41%	● 41%	● 39%	● 39%	● 37%	● 37%	● 35%
Current Ratio (adjusted for Debt)	● 54%	● 50%	● 51%	● 49%	● 49%	● 48%	● 48%	● 46%	● 47%	● 44%
Current Ratio (excl debt/employee prov)	● 112%	● 108%	● 108%	● 109%	● 109%	● 110%	● 110%	● 111%	● 112%	● 113%
Asset Sustainability Ratio	● 258%	● 205%	● 94%	● 100%	● 105%	● 105%	● 109%	● 116%	● 124%	● 140%
Asset Consumption Ratio	● 78%	● 77%	● 76%	● 75%	● 73%	● 72%	● 71%	● 70%	● 69%	● 68%
Asset Renewal Funding Ratio	● 110%	● 99%	● 91%	● 93%	● 95%	● 98%	● 102%	● 106%	● 110%	● 127%

**Current Ratio** - A measure of a Shire's liquidity and its ability to meet its short term financial obligations from unrestricted current assets. (Current assets LESS restricted assets DIVIDED BY Current liabilities LESS liabilities associated with restricted assets). Statutory KPI - Target is greater than or equal to 1:1.

**Asset sustainability ratio (ASR).** An indicator of the extent to which assets managed by a local government are being renewed or replaced as they reach the end of their useful lives. Not met <90% Base: 90% or greater Advanced: between 90% and 110%. Basic standard is met

**Asset consumption ratio (ACR).** This ratio highlights the aged condition of a local government's physical assets. Not met <50%, Base: 50% or greater, Advanced: 60% to 75%. Advanced standard is met

**Asset renewal funding ratio.** A local government's financial capacity to fund asset renewal at existing revenue/service levels. Not met <75%, Base: 75% to 95%, Advanced: 95% to 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%. Basic standard is met

## Commentary

The above ratios are calculated in accordance with the Local Government (Financial Management) Regulations. The Financial Health Indicator is calculated in accordance with the methodology applied by the Western Australian Treasury Corporation (WATC). These calculations fail to take into consideration the impact advances made by the Federal Government for Federal Assistance Grant which records revenues received in financial years in which they should be paid. These advances and their corresponding adjustments impact directly on the Operating Surplus, Debt Service Coverage and Current Ratios. The ratios below accounting these adjustments –

Adjusted Statutory KPI's	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Operating Surplus Ratio	(50.9)%	(57.5)%	(55.9)%	(48.6)%	(42.4)%	(36.6)%	(31.3)%	(24.6)%	(19.1)%	(13.3)%
Own Source Revenue Coverage Ratio	38.3%	37.3%	37.3%	38.3%	39.1%	39.8%	40.4%	41.3%	42.0%	42.7%
Debt Service Coverage Ratio	7.2	6.3	7.9	8.7	9.5	10.3	10.9	11.8	12.6	13.5

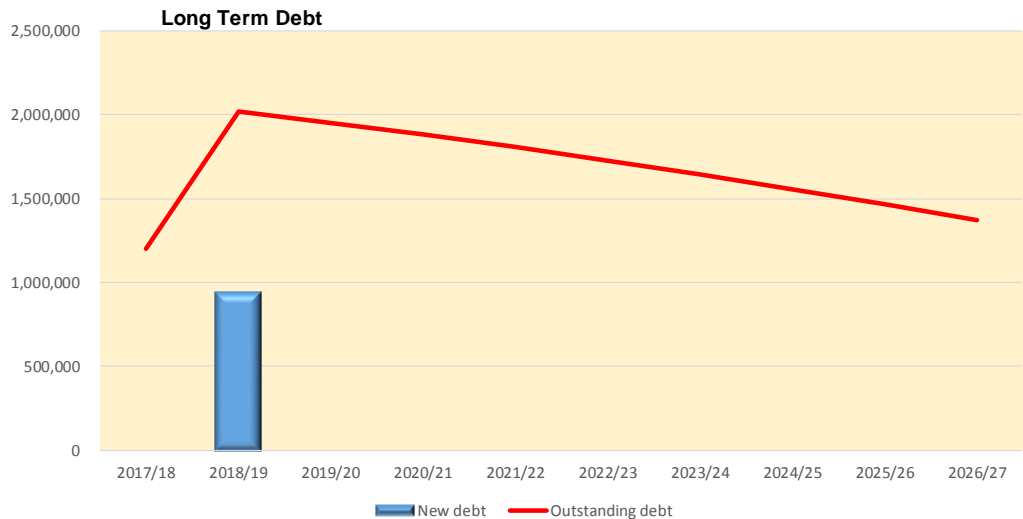
This plan shows an improving operating surplus ratio based on a rate increase greater than CPI. In addition, because there is only one financial year that proposes to use new debt the Debt Service Coverage ratio also a strong position. The asset ratios are based on estimates as at the time of the preparation of this plan. The Shire will complete its asset management plans in the first quarter of 2017/18.

## Statement of Cash Flows

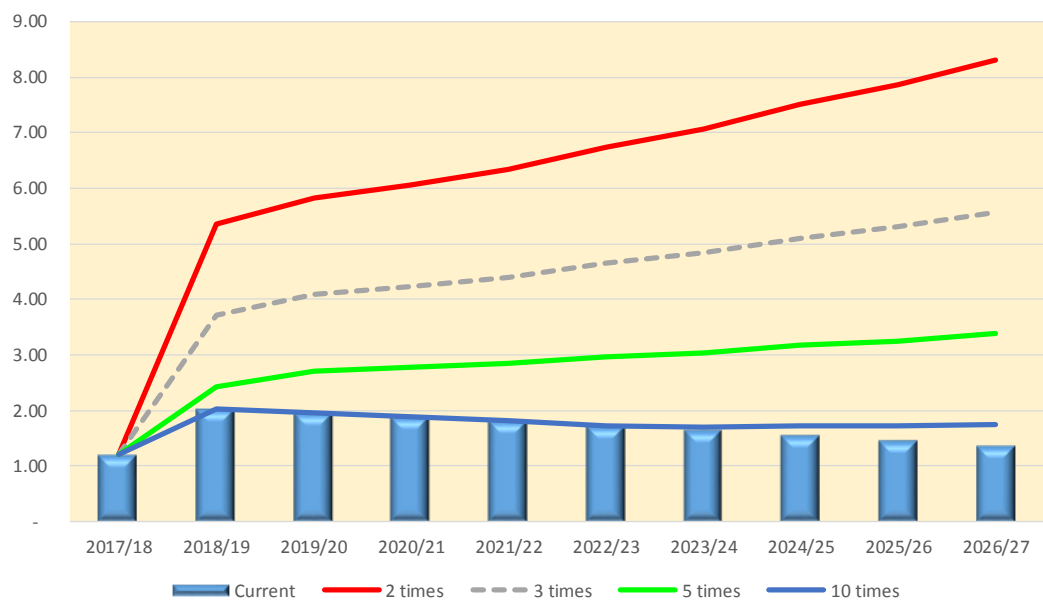
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows From Operating Activities</b>										
<b>Receipts</b>										
Rate revenue	1,388,257	1,451,867	1,512,557	1,583,134	1,653,003	1,707,512	1,761,878	1,817,980	1,875,933	1,935,729
Operating grants/subsidies/contributions	1,391,999	2,542,953	2,655,118	2,771,544	2,892,983	3,019,844	3,152,371	3,290,818	3,435,456	3,586,561
Fees and Charges	548,434	571,764	577,232	602,212	603,544	629,726	630,316	658,542	658,265	688,722
Interest earnings	114,456	69,864	69,407	74,119	78,001	85,993	95,186	104,499	114,032	117,596
Goods and Services Tax	350,497	224,647	230,187	235,518	240,454	245,590	251,254	256,457	261,961	268,083
Other Revenue	205,842	204,148	207,751	211,524	215,834	218,892	222,692	226,570	231,381	234,572
	3,999,485	5,065,243	5,252,252	5,478,051	5,683,819	5,907,557	6,113,697	6,354,866	6,577,028	6,831,263
<b>Payments</b>										
Employee costs	(1,323,574)	(1,355,076)	(1,389,087)	(1,421,964)	(1,453,971)	(1,486,702)	(1,520,166)	(1,554,390)	(1,589,378)	(1,625,162)
Material and Contracts	(2,665,099)	(1,809,529)	(1,853,481)	(1,895,481)	(1,933,597)	(1,973,427)	(2,018,256)	(2,058,180)	(2,100,808)	(2,149,314)
Utilities (gas elect water)	(163,970)	(168,529)	(172,772)	(176,863)	(180,842)	(184,908)	(189,069)	(193,327)	(197,678)	(202,129)
Insurance	(145,990)	(150,097)	(154,321)	(158,661)	(163,120)	(167,709)	(172,426)	(177,274)	(182,258)	(187,386)
Interest	(51,960)	(75,519)	(98,940)	(95,658)	(92,210)	(88,586)	(84,777)	(80,773)	(76,564)	(72,138)
Goods and Services Tax	(328,643)	(224,647)	(230,187)	(235,518)	(240,454)	(245,590)	(251,254)	(256,457)	(261,961)	(268,083)
Other expenses	(115,123)	(118,315)	(121,293)	(124,173)	(126,981)	(129,854)	(132,790)	(135,793)	(138,864)	(142,003)
	(4,794,359)	(3,901,712)	(4,020,081)	(4,108,318)	(4,191,175)	(4,276,776)	(4,368,738)	(4,456,194)	(4,547,511)	(4,646,215)
Net Cash from Operating Activities	(794,874)	1,163,531	1,232,171	1,369,733	1,492,644	1,630,781	1,744,959	1,898,672	2,029,517	2,185,048
<b>Cash Flows from Investing Activities</b>										
<b>Payments for</b>										
Land	(86,600)	0	0	0	0	0	0	(25,773)	0	0
Property, Plant & Equipment	(3,263,761)	(3,818,760)	(741,235)	(835,402)	(877,833)	(683,200)	(540,752)	(503,557)	(496,432)	(1,042,868)
Infrastructure	(2,679,978)	(1,582,137)	(1,656,187)	(1,743,565)	(1,832,386)	(2,042,801)	(2,290,993)	(2,508,835)	(2,700,275)	(2,569,327)
<b>Proceeds from</b>										
Non Operating Subsidies and Contributions	2,954,942	1,967,246	1,032,929	1,081,459	1,130,388	1,179,766	1,230,278	1,283,493	1,339,448	1,398,433
Disposal of assets	260,000	188,008	165,540	242,589	225,060	190,070	157,834	169,815	153,935	171,249
Net Cash Provided By (Used In) Investing Activities	(2,815,397)	(3,245,643)	(1,198,953)	(1,254,919)	(1,354,771)	(1,356,165)	(1,443,633)	(1,584,857)	(1,703,324)	(2,042,513)
<b>Cash Flows from Financing Activities</b>										
Proceeds from New Debentures	0	940,440	0	0	0	0	0	0	0	0
Repayment of Debentures	(106,411)	(121,355)	(68,541)	(71,823)	(75,271)	(78,895)	(82,704)	(86,708)	(90,917)	(95,342)
Proceeds from Self Supporting Loans	19,407	17,410	9,167	9,524	9,894	10,279	10,678	11,093	11,524	11,972
Net Cash Provided By (Used In) Financing Activities	(87,004)	836,495	(59,374)	(62,299)	(65,377)	(68,616)	(72,026)	(75,615)	(79,393)	(83,370)
Net Increase (Decrease) in Cash Held	(3,697,275)	(1,245,617)	(26,156)	52,515	72,496	206,000	229,300	238,200	246,800	59,165
Cash at Beginning of Year	5,908,107	2,210,832	965,215	939,059	991,574	1,064,070	1,270,070	1,499,370	1,737,570	1,984,370
Cash/Cash equivalents at the end of year	2,210,832	965,215	939,059	991,574	1,064,070	1,270,070	1,499,370	1,737,570	1,984,370	2,043,535

## Debt Management

The use of long-term borrowings is strongly influenced by the competing needs of building new community assets, upgrading infrastructure assets, investment decisions and funding growth projects where insufficient funds are accumulated to meet the capital outlays.



The Shire has low levels of debt and has the capacity to use debt funding in future for large non-recurrent capital works projects that will deliver economic benefits to future generations.



The Shire does not exceed the borrowing thresholds applied to the local government industry. This plan will see the Shire’s debt peak at \$2.02m in 2018/19. All key financial indicators relating to debt continue to be positive. This plan makes provision for new debt of \$.940m for the aquatic centre. If government grants are not forthcoming then the Shire has “unused” capacity to leverage the projects.



## Cash Reserves

Cash Reserves are also maintained by the Shire to ease the impact of future capital expenditures in any one year. The principal capital purpose cash reserves are:

**Plant Replacement Reserve** - To fund the purchase of road construction plant so as to avoid any undue heavy burden in a single year.

**Aged Care Units Reserve** - To be used for future maintenance costs. (Funds of \$500 per unit per year.)

**Housing Reserve** - To fund the replacement of housing and any major maintenance

**Employee Entitlements Reserve** - To be used to fund Long Service Leave required / other accrued leave.

**Public Amenities and Buildings Reserve** - To help fund future building maintenance requirements to the Shire's buildings

**Mt Marshall Aquatic Centre Development Reserve** - To finance future capital and maintenance upgrades for the Bencubbin Aquatic centre.

**Community Bus Replacement Reserve** - To finance the replacement of the community bus.

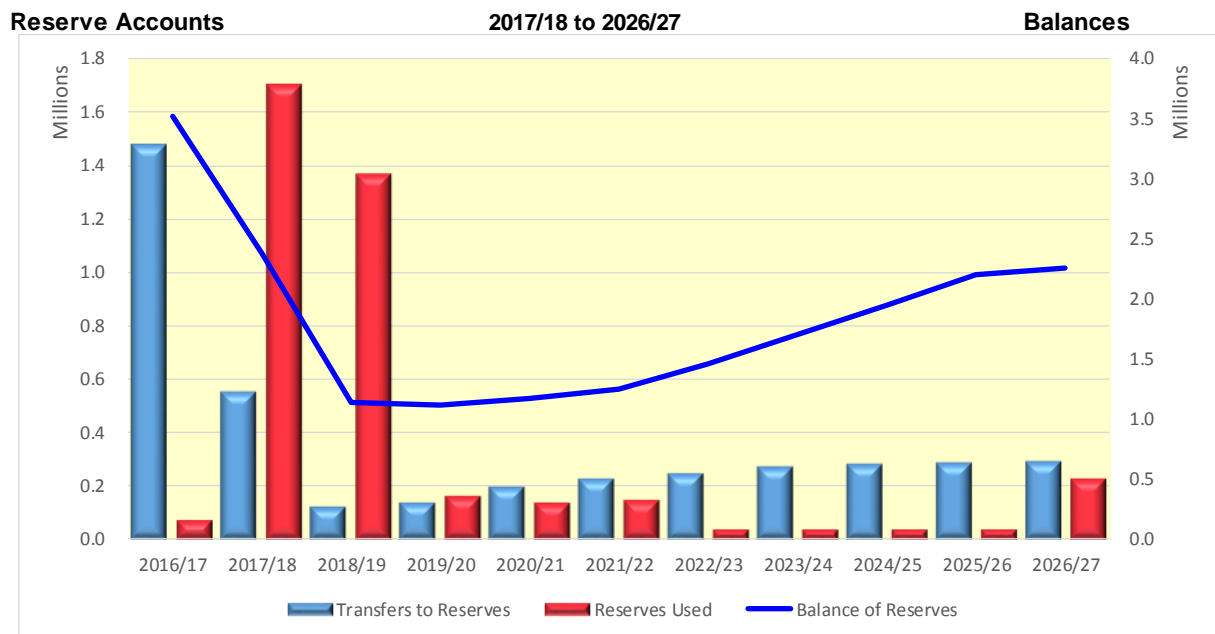
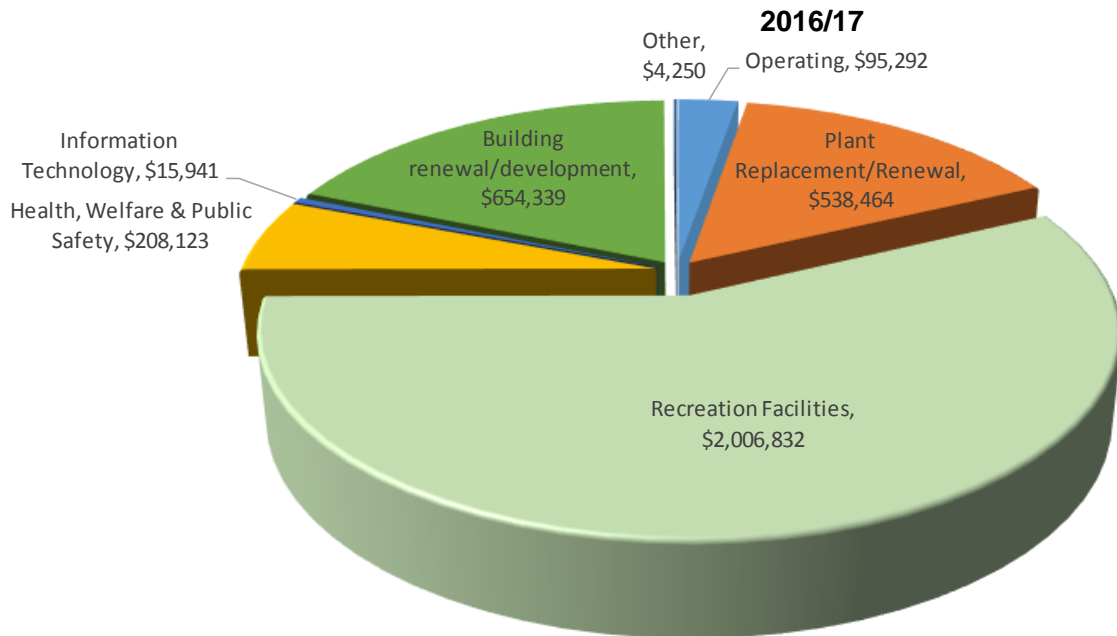
**Bencubbin Recreation Complex** - To provide funding for future extensions to the Bencubbin Complex.

**Office Equipment Reserve** - To replace office equipment as required

**Economic Development Reserve** - To set aside funds for Economic Development initiatives.

**Beacon Accommodation Reserve** - To set aside funds for reconstruction or major maintenance on the Beacon Barracks.

## Reserve Accounts



Reserve accounts are used to support the construction, operation and/or development of community assets and services. As the growth in the operating revenue base provides net revenue in the years 2017 onwards the reserves are utilised to accumulate funds for major capital refurbishment and replacement.

## Scenario modelling and sensitivity analysis

### Risk Assessment

The Shire has ensured that effective risk management practices across Council are aligned within a common framework. Councils Risk Management Strategy positions risk management as a critical driver of process and is supported by values that are practiced by all staff. Risk is considered against the following factors –

- ✓ Financial
- ✓ Property
- ✓ Environmental
- ✓ Reputational
- ✓ Safety

It provides a holistic, strategic and comprehensive approach to risk management that integrates the risk management activities across the Council and further positions risk management as a critical driver of our internal processes.

1 Extreme Risk (Unacceptable)	Substantial financial cost, people; catastrophic consequences, loss/cessation of services, loss of community quality of life, severe loss of reputation, and/or substantial environmental damage.
2 High Risk (Priority)	Major financial cost, people; serious injuries, major impairment of services, major damage to reputation, reduced community quality of life, and/or major environmental damage
3 Moderate Risk	High financial cost, people; moderate injuries, minor impairment of services, minor damage to reputation, minor loss of community quality of life, environmental impact with costly remediation
4 Low Risk	Risk mitigated by current processes - Minor financial cost, minor injuries, little impairment of services, community news coverage, minor nuisance, minor environmental impact (immediately remediable)
5 Insignificant or no Risk	Low financial cost, no safety implications, not newsworthy, no community or environmental impact

The Shire's activities are exposed it to a variety of risks which have been considered in preparing the Long Term Financial Plan. Asset Management Plans also identify assets that are critical to the Shire's operations and outline specific risk management strategies for these assets.

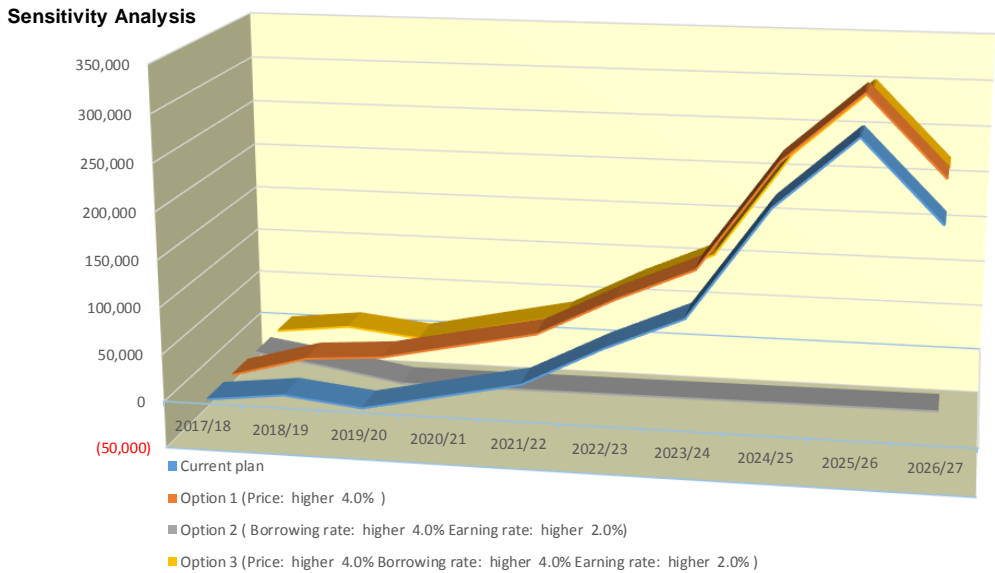
For specific projects, the ability to accurately define risks over a long period is hampered by uncertainties surrounding the availability of funding such as grants. The availability and the willingness for grants from both State and Federal Government's impose a financial risk to the operations and capital reinvestment in this plan.

### Scenario Modelling

Scenario modelling has been considered to determine the level of flexibility in the Long Term Financial Plan to enable alternative considerations to be made to meet community expectations should variations occur in a range of factors or assumptions. Based on the static position in terms of growth issues driven by high or low growth are not considered as reasonable.

Sensitivity Analysis

The following graph shows the impact of beneficial and negative changes compared to the current plan. The results are for the overall plan surplus or deficit for each financial year.



Analysis of the plan outcomes have been modelled for high and low changes to key price drivers such as CPI estimates, employee cost increments, interest rates, annual rate increases etc.

This plan is sensitive to price movements in a positive way as the Shire’s revenues are strongly influence by price indices. The current low inflation and interest rates means the capacity of price and interest drivers is greater on the upward movement. Rapid upward movements in intertest rate will create a financial risk to the Shire and the projects in this plan.

Implementation and Review of the Long Term Financial Plan

The Council will consider the content of the Long Term Financial Plan when preparing the Annual Budget for 2017/18 and subsequent years and it is expected that adopted budgets will be closely aligned with the proposals in the Long Term Financial Plan and assumptions underpinning this plan.

A minor review of the Long Term Financial Plan will occur every two years as budgets are prepared to account for performance information and changing circumstances. However, a detailed desktop review is planned for 2019 and a full review will be undertaken in 2021 in conjunction with formal reviews of the Strategic Community Plan.

The Council is confident that the Long Term Financial Plan will allow the Shire to set priorities within its resourcing capabilities to sustainably deliver the assets and services required by the community.

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# Attachments & Supporting Documents

## Attachment 1 - Glossary

**AAS** – Australian Accounting Standards

**ABS** - Australian Bureau of Statistics

**Capital Grants/Contributions** - Payments made to, or "revenues" received for the specified purpose of acquiring, constructing non-current assets. These can be provided by way of grants from governments or contributions from the private sector.

**capital renewal and replacement expenditure** means expenditure to renew or replace existing assets <sup>1</sup>

**CPI A** – Australia - Consumer Price Index for All Capital Cities in ABS Publication - Catalogue No 6401.0

**CPI P** – Perth - Consumer Price Index for Perth in ABS Publication - Catalogue No 6401.0

**Depreciation** is the systematic allocation of the depreciable amount of an asset over its useful life. The depreciation method used shall reflect the pattern in which the asset's future economic benefits are expected to be consumed by the entity.

Accounting Standard AASB 116.60 Property, Plant and Equipment

**Gross Domestic Product (GDP)** - Economic trend series as shown in the Australian Bureau of Statistics Publication 5206.0 - Australian National Accounts: National Income, Expenditure and Product

**net interest expense** means interest expense less interest received from self-supporting loans;

<sup>1</sup>**net operating expense** means operating expense excluding net interest expense and depreciation expense; <sup>1</sup>

**NPV** means net present value; <sup>1</sup>

**operating expense** means the expense that is operating expense for the purposes of the AAS, including net interest expense and depreciation expense; <sup>1</sup>

**operating revenue** means the revenue that is operating revenue for the purposes of the AAS, excluding —

(a) grants for the development or acquisition of assets; and

(b) contributions for the development or acquisition of assets; and

(c) other comprehensive income; <sup>1</sup>

**other comprehensive income** has the meaning given in the AAS; <sup>1</sup>

**own source operating revenue** means revenue from rates and service charges, fees and user charges, reimbursements and recoveries, interest income and profit on disposal of assets; <sup>1</sup>

**planned capital renewals** means capital renewal and replacement expenditure as estimated in the long-term financial plan; <sup>1</sup>

**principal and interest** means all principal and interest expenses for borrowings under section 6.20 <sup>1</sup>

**required capital expenditure** means capital renewal and replacement expenditure as estimated in the asset management plan; <sup>1</sup>

**WALGGC** - Western Australian Local Government Grants Commission

## References

<sup>1</sup> Local Government (Financial Management) Regulations 1996

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## Attachment 2 – Detailed Capital Works Program

	Reference	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>GOVERNANCE</b>												
<b>Administration Building</b>												
Computer Hardware/Software	10.007	0	6,267	6,408	6,586	34,884	6,912	7,067	7,226	7,389	7,555	
Solar Energy	10.009	0	10,449	0	0	0	0	0	0	0	0	
<b>Light Fleet</b>												
Toyota Landcruiser	MM00	85,000	0	90,780	0	95,650	0	100,118	0	104,674	0	
Toyota Prado	2000MM	0	67,891	0	71,350	0	74,876	0	78,284	0	81,846	
<b>HEALTH</b>												
<b>Plant &amp; Equipment</b>												
Motor Vehicle	16.018	25,000	0	0	0	0	0	0	0	0	0	
<b>HOUSING</b>												
<b>STAFF HOUSING</b>												
Buildings	10.023	0	31,348	32,061	32,961	33,798	34,607	35,393	36,197	37,020	37,861	
<b>OTHER HOUSING</b>												
<b>Aged Care Units (CEACA)</b>												
Land	16.001	81,600	0	0	0	0	0	0	25,773	0	0	
<b>Community Housing</b>												
Buildings	16.019	0	31,348	32,061	32,961	33,798	34,607	35,393	36,197	37,020	37,861	
<b>COMMUNITY AMENITIES</b>												
<b>PROTECTION OF ENVIRONMENT</b>												
<b>Water Collection Projects</b>												
Beacon and Bencubbin	15.001	57,750	0	0	0	0	0	0	0	0	0	
<b>OTHER COMMUNITY AMENITIES</b>												
<b>Cemeteries</b>												
Other Infrastructure	10.043	5,000	0	0	0	0	0	0	0	0	0	
<b>Plant &amp; Equipment</b>												
Portable Toilet	MM3284	12,000	0	0	0	0	0	0	0	0	0	
<b>Public Toilets</b>												
General Improvements	10.045	0	0	0	0	0	0	0	0	0	18,931	
<b>RECREATION AND CULTURE</b>												
<b>PUBLIC HALLS, CIVIC CENTRE</b>												
Beacon Town Hall	10.051	30,000	0	0	0	0	23,071	0	0	0	25,241	
<b>SWIMMING POOL</b>												
<b>Aquatic Centre</b>												
Upgrade	10.057	0	2,925,812	0	0	0	0	0	0	0	0	
<b>OTHER RECREATION AND SPORT</b>												
<b>Beacon Recreation Complex</b>												
Buildings	10.062	15,000	0	0	0	0	0	0	0	0	0	

Continued

Capital Works Program ..... Continued

Reference	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Plant &amp; Equipment</b>											
Mower - John Deere Ride On Mower PL41	0	0	0	76,776	0	0	0	0	104,336	0	
Tractor - John Deere 2250 Tractor MM241	0	0	0	0	0	0	92,422	0	0	0	
<b>TRANSPORT</b>											
<b>ROAD INFRASTRUCTURE</b>											
<b>Blackspot Program</b>											
Road Works 10.118	238,300	0	0	0	0	0	0	0	0	0	
<b>Councils Works Program</b>											
Road Works 10.121	89,800	383,696	420,377	462,829	508,366	557,543	610,714	669,054	732,874	802,852	
<b>Regional Road Group</b>											
Road Works 10.124	925,561	691,671	764,541	849,569	942,991	1,044,299	1,155,141	1,277,841	1,413,411	1,563,488	
<b>Roads to Recovery</b>											
Road Works 10.125	918,567	610,298	649,138	694,051	740,139	788,150	838,296	891,632	948,363	1,008,702	
<b>OTHER ROAD INFRASTRUCTURE</b>											
<b>Footpaths/Cycleways</b>											
Improvement Program 10.127	20,000	0	0	0	0	0	0	0	0	0	
<b>Road Reserve</b>											
Drainage - Rural 10.128	0	11,302	12,021	12,853	13,706	14,595	15,524	16,512	17,562	18,680	
Drainage - Town 10.129	0	11,302	12,021	12,853	13,706	14,595	15,524	16,512	17,562	18,680	
<b>ROAD PLANT/EQUIPMENT</b>											
<b>Light Fleet</b>											
Ford Ranger XLS D/Cab MM73	0	58,648	0	0	70,874	0	0	85,105	0	0	
Mitsubishi Triton Dual Cab 4x4 MM332	0	0	51,529	0	0	0	66,236	0	0	0	
Mitsubishi Triton Dual Cab Utility MM5205	0	0	0	38,388	0	0	0	49,099	0	0	
Mitsubishi Triton Dual Cab Utility MM276	30,000	0	0	0	40,889	0	0	0	52,168	0	
Mitsubishi Triton Dual Cab Utility MM254	0	36,091	0	0	0	46,392	0	0	0	59,124	
Mitsubishi Triton Glx 4X2 MM279	0	39,475	0	0	0	50,742	0	0	0	64,667	
Mitsubishi Triton Glx 4X2 MM170	35,000	0	0	0	47,704	0	0	0	60,863	0	
Mitsubishi Triton Tipping Tray Utility MM286	0	0	41,942	0	0	0	53,913	0	0	0	
Mitsubishi Triton Tipping Tray Utility MM136	32,000	0	0	0	43,615	0	0	0	55,646	0	
Mitsubishi Triton Tipping Tray Utility MM5185	0	0	41,942	0	0	0	53,913	0	0	0	
Suzuki panel van MM5183	0	0	0	25,592	0	0	0	32,733	0	0	

Continued

Capital Works Program ..... Continued

Reference	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Plant &amp; Equipment</b>											
Backhoe - CAT 2015	MM205	0	0	0	0	0	0	216,786	0	0	
Grader - Volvo G930 Grader	MM349	355,000	0	0	0	0	0	0	0	0	
Grader - Volvo G930 Grader	MM275	0	0	0	0	427,612	0	0	0	0	
Grader - Volvo G930 Grader	MM5081	0	391,682	0	0	0	0	0	0	0	
Grader - Volvo G930 Grader	MM5189	0	0	0	0	0	0	0	0	478,485	
Loader - Volvo L90F Wheel Loader with	MM5150	0	0	0	285,399	0	0	0	0	0	
Roller - Bomag BW25RH Roller	MM5132	0	0	0	0	184,311	0	0	0	0	
Roller - Free Roll Roller No 1	PL61	0	0	0	0	56,265	0	0	0	0	
Roller - Free Roll Roller No 3	PL63	0	0	0	0	0	0	0	0	62,959	
Roller - Smooth Drum Roller	MM5184	0	0	0	0	0	0	0	0	201,468	
Tractor - John Deere Tractor	MM026	0	0	0	82,327	0	0	0	0	0	
Trailer - Howard Porter Side Tipping T	MM3330	0	0	106,800	0	0	0	0	0	0	
Trailer - Howard Porter Tandem Axle T	MM3417	0	0	0	0	0	0	0	36,944	0	
Trailer - T/A Side Tipping Trailer	MM15075	0	0	0	0	0	0	0	73,888	0	
Truck - Fusso Canter	MM5182	0	0	0	0	0	58,893	0	0	0	
Truck - Hino Fs1Elkd T/A Tip Truck	MM5035	0	0	0	197,584	0	0	0	0	0	
Truck - Isuzu Tip 2007	MM262	0	0	0	0	0	94,229	0	0	0	
Truck - Primemover Hino Ranger	MM3900	0	0	267,001	0	0	0	0	0	0	
Truck - Primemover UD Nissan Truck	MM268	0	0	0	0	0	264,947	0	0	0	
Truck - UD Nissan Tip Truck (Road M	MM58	85,000	0	0	0	0	0	0	0	0	
Water Tanker - Stainless Steel	MM3336	0	0	80,100	0	0	0	0	0	0	
<b>AIRPORT</b>											
<b>Beacon Airstrip</b>											
Infrastructure improvements	10.201	400,000	0	0	0	0	0	0	0	0	
<b>ECONOMIC SERVICES</b>											
<b>TOURISM AND AREA PROMOTION</b>											
<b>Beacon Workers Accomodation</b>											
Upgrade	10.203	0	120,000	0	0	0	0	0	0	0	
<b>Tourism</b>											
Upgrade Caravan Parks	10.204	0	0	0	0	22,532	0	141,573	0	0	25,241

Continued



Capital Works Program ..... Continued

Reference	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>ECONOMIC DEVELOPMENT</b>											
<b>Property</b>											
Sandalwood Shops 10.219	22,000	0	0	0	0	0	0	0	0	0	0
<b>OTHER ECONOMIC SERVICES</b>											
<b>Plant &amp; Equipment</b>											
Bus - Toyota Coaster MM909	0	104,448	0	0	0	0	0	0	0	0	0
<b>OTHER PROPERTY AND SERVICES</b>											
<b>PLANT OPERATIONS</b>											
<b>Plant &amp; Equipment</b>											
Minor plant and equipment PL999	0	5,222	5,340	5,488	5,626	5,760	5,889	6,022	6,157	6,296	
<b>Total Outlays</b>	5,910,339	5,400,897	2,397,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195	
<b>SUMMARY</b>											
<b>Capital Outlays</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$		
New Outlays	164,350	303,030	0	0	0	0	0	25,773	0	0	
Renewal Outlays	5,745,989	5,097,867	2,397,422	2,578,967	2,710,219	2,726,001	2,831,974	3,012,392	3,196,707	3,612,195	
Total	5,910,339	5,400,897	2,397,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195	
<b>Funding Sources</b>											
Grants	2,854,942	1,967,246	1,032,929	1,081,459	1,130,388	1,179,766	1,230,278	1,283,493	1,339,448	1,398,433	
Asset Sale	20,000	0	0	0	0	0	0	0	0	0	
Trade-in	240,000	188,008	165,540	242,589	225,060	190,070	157,834	169,815	153,935	171,249	
Contribution	100,000	0	0	0	0	0	0	0	0	0	
	3,214,942	2,155,254	1,198,469	1,324,048	1,355,448	1,369,836	1,388,112	1,453,308	1,493,383	1,569,682	
<b>Council Resources</b>											
Reserves	1,624,064	1,329,917	124,956	102,085	111,404	0	0	0	0	190,135	
Rates	1,024,453	975,286	1,073,997	1,152,834	1,243,367	1,356,165	1,443,862	1,584,857	1,703,324	1,852,378	
Cfwd Funds	46,880										
	2,695,397	2,305,203	1,198,953	1,254,919	1,354,771	1,356,165	1,443,862	1,584,857	1,703,324	2,042,513	
Loan	0	940,440	0	0	0	0	0	0	0	0	
	5,910,339	5,400,897	2,397,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195	





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Shire of Mt Marshall

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# CORPORATE BUSINESS PLAN

2017/18 to 2020/21

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## Message from the Chief Executive Officer

The Corporate Business Plan (CBP) is an important part of the Shire's integrated planning framework and is the document that operationally activates the Shire's Strategic Community Plan (SCP).

The Corporate Business Plan provides the outline of the Shire's operations, including services, assets, Council priorities and projects with detailed financial estimates, administrative responsibilities and clear linkages to the Shire's Strategic Community Plan.

This Plan is our blueprint for the next four years and outlines the Council and community aspirations and details the path towards achieving the desired outcomes. The Plan should be read in conjunction with all of Councils Integrated Planning Documents.

The Corporate Business Plan will be updated annually and document the shorter-term objectives in achieving the Shire's Strategic Community Plan (SCP).

In line with community feedback, this document provides a renewed focus on our vision to "Build an active, safe and vibrant community with shared social values based on mutual respect and fairness".

Each initiative is aimed at making the Shire a better place to visit, work and live.

John Nuttall  
Chief Executive Officer

# Introduction

This Corporate Business Plan outlines the Shire's action plan for the next four years. The Plan draws its direction from the Shire's Community Strategic Plan which details the community's vision for the Shire's future, including aspirations and service expectations.

## Background

The Shire of Mt Marshall comprises an area of 10,134 km<sup>2</sup> and is located within the north eastern wheatbelt area of Western Australia. Shire is approximately 273 kilometres north east of Perth and has borders with the Shires of Trayning, Koorda, Mukinbudin, Yalgoo, Dalwallinu, Yilgarn, Wyalkatchem, Sandstone and Menzies. The area is primarily wheat, coarse grain, cattle and sheep farming district. There are many points of interest all serviced by the two main population centres, Bencubbin and Beacon.

Some general statistics for the year ending 30 June 2016 were;

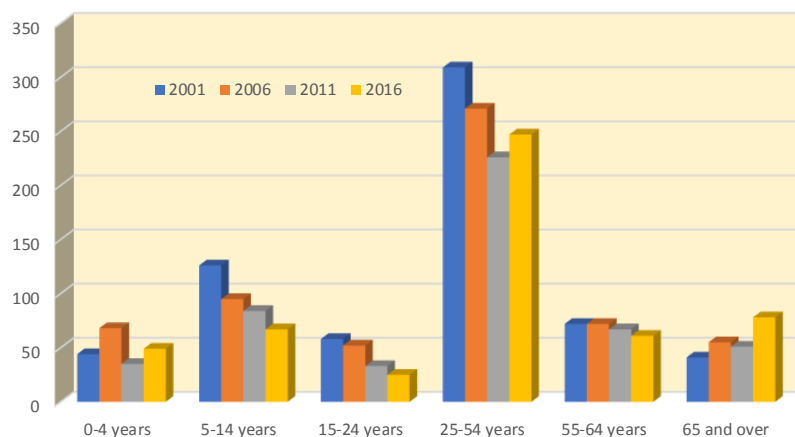
Area (km2)	10,134
Population (2016 census)	527
Km Roads Unsealed	1,440
Km Roads Sealed	307
Town sites	5
Population Centres	Bencubbin, Beacon
Density (Persons/km2)	0.052

## Population trends

The district has experienced a decline in population over the long term and if this trend continues then further declines can be expected in the services and facilities available to the community. The Shire's population has been in steady decline in the last 15 years, however the 2016 census saw a reversal of this long-term trend.

## 2016 Census

Population data from the 2016 census shows the district has increased from 496 to 527(6.25%). Of the 527 people 54.1% were male and 45.9% were female. Aboriginal and/or Torres Strait Islander people made up 1.0% of the population. The median age has risen from 35 to 42 in the last 10 years.

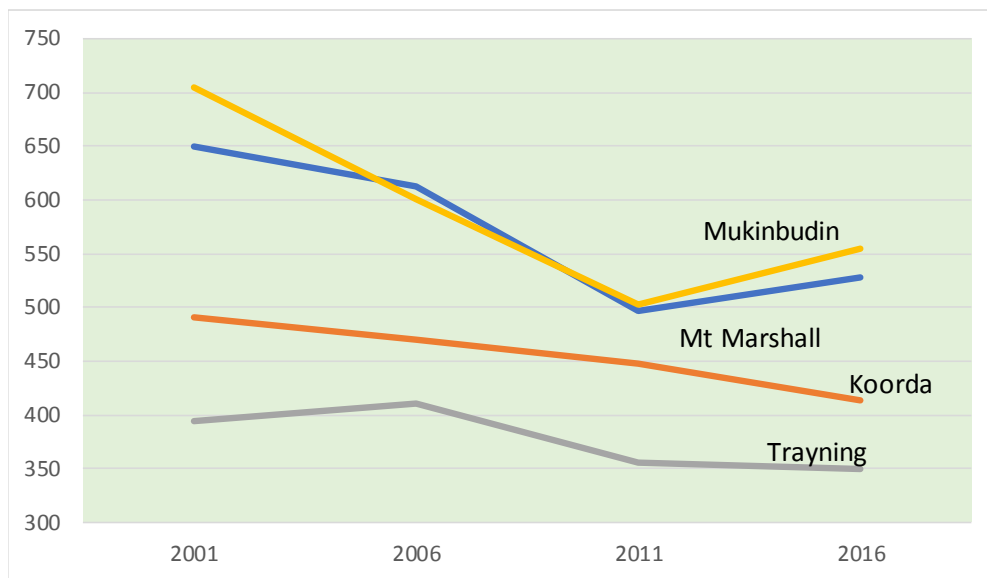


Children aged 0 - 14 years made up 22.1% of the population and people aged 65 years and over made up 14.8% of the population. Some 25.1% of people were attending an educational institution. Of these, 39.7% were in primary school, 8.4% in secondary school and 8.4% in a tertiary or technical institution.

The 2016 census has also provided demographic information by suburb or locality with the localities of Beacon (160 persons), Bencubbin (242 persons) and 125 persons in the surrounding localities.

Previous forecasts by the Australian Bureau of Statistics had forecast a decline the population for the Shire of Mt Marshall. The 2016 census showed a reversal of previous trends.

The Shire has demonstrated a positive demographic trend relative to other local governments in the area.





# Integrated Strategic Planning

This document is part of a series of strategic and forward planning documents used by the Shire. Community input is obtained into developing an integrated strategic plan for the next 10 years.

## Strategic Community Plan.

The Shire has used a 10-year period and sought community views and aspirations about where the community should be in ten years.

The process has led to the development of priorities for social, economic, environmental, changing demographics and land use, and civic leadership. Objectives are set for the short, medium and long terms.

These goals will then be incorporated into a Corporate Business Plan for a rolling 4-year period. This will include 4-year priorities for areas such as asset management, local area plans, economic development and major projects. The Corporate Business Plan will be subject to an annual review.

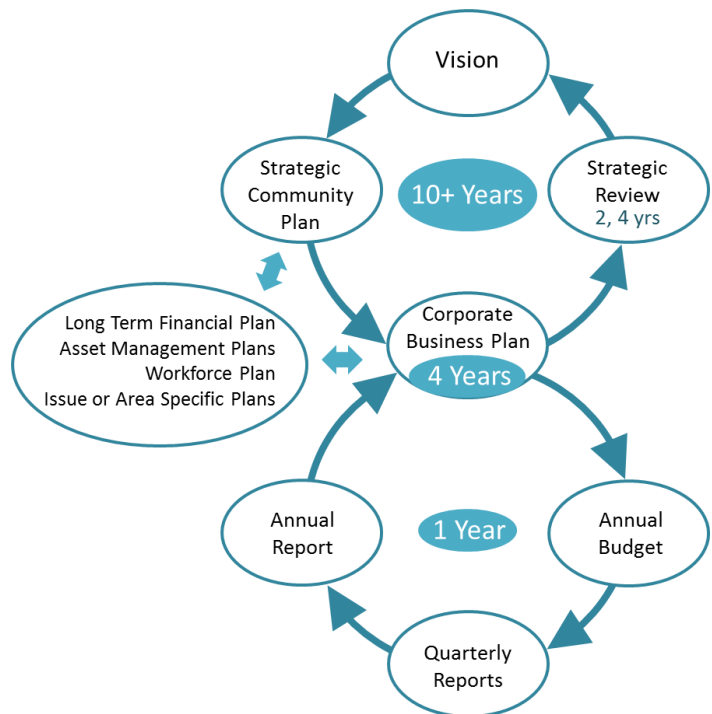
The Annual Budget will further break this down for each financial year, with the Annual Report detailing progress towards goals listed.

These plans are subject to a regular review. A review of the Strategic Community Plan is to be undertaken every two years, with the next review scheduled for 2019, after the Council elections to be held in October of that year. A full review including a comprehensive community consultation process is to be undertaken in October 2021.

## Community Consultation

The Strategic Community Plan outlines community long term vision, values, aspirations and priorities, with reference to other Shire plans, information and resourcing capabilities.

This plan is not static and will be reviewed regularly. It is intended to establish the community's vision for the Shire's future, including aspirations and service expectations. It is intended to drive the development of other plans, resourcing and other informing strategies. An objective is the integration of asset, service and financial plans so that the Shires resource capabilities are matched to the community's needs.



## Emergent Themes

Through the strategic community planning process a number of themes and aspirations were identified. These emergent themes have guided the development of the objectives and strategies that will be delivered over the life of the Plan.

### What we value most

- *A feeling of safety and low crime levels*
- *Good sporting facilities*
- *Good road networks*
- *The natural environment*
- *Present medical services*
- *A spirit of volunteerism*

### We would like

- *To maintain services*
- *The stabilisation of the population especially of younger persons*
- *Provision of a retirement accommodation*
- *More industrial land*
- *More communication to the community from the Shire*
- *More forward looking planning*
- *More opportunities for younger people*
- *Promotion of tourism and local events*
- *Diversification of industry*
- *Better cooperation between communities*
- *Less destruction of the natural environment*

### Issues we face in the future

- *The effects of climate change on agriculture and local infrastructure (storms and weather events)*
- *A reduction in funding from external sources, power and water shortages*
- *Maintaining numbers at local primary schools and the flow on effects to sports teams*
- *Rising fuel costs*
- *Declining and ageing population*
- *Keeping a sense of identity*
- *Employment opportunities*
- *Losing health services*
- *'let people know about us'*
- *Ability to maintain roads*
- *Lack of services from local businesses.*



### What would we want to look like in ten years?

- *Stronger economic development with financially successful small businesses (plus better shopping and services)*
- *Stabilised population*
- *Ability to generate local jobs*
- *Alternate businesses and work opportunities were all envisaged*
- *Sustainable infrastructure*
- *Attractive townsites*
- *Increased industrial development*
- *Strong community attitude*
- *Fairness and equity between towns*
- *Transparency in decision making*
- *A better sense of community optimism or spirit.*



# Vision Statement

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Build an active, safe and vibrant community with shared social values  
based on mutual respect and fairness

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## Our Commitment to our Community

We will enhance our community through individual commitment, partnerships and community involvement to enhance our way of life. Our natural assets are valued, protected and enhanced for future generations.

Our services and facilities will be provided equitably, efficiently and effectively to enhance the quality of life for all residents.

We will advocate on behalf of our community to position our Shire with key stakeholders that will support our success and growth.

We will be transparent, display good governance and manage our customer service commitments within our resources.

We are determined to be solution focused, proactively seeking innovative partnerships, working collaboratively with stakeholders and industry to enable growth and ensure that our Shire is sustainable.

## Summary of Community Feedback

The Shire sought the views of the community on the importance and current performance services and facilities provided by the Shire.

### Services available

Respondents were asked to identify services/facilities used, to rank how they view the performance and how important the service/facility is to the Community. The results of that feedback helped to guide the prioritisation of future service provision.

Respondents considered health related services of great importance. Waste management was also considered high on the respondent's priorities. The following observations were made –

- Medical issues are ranked highly by respondents,
- Respondents rank waste management matters (recycling, collection and tipping facilities) highly,
- Aged care services ranked poorly on performance.

### Facilities and infrastructure

Respondents were asked to identify a number facilities as to how they rate performance and how important the service/facility is to the Community. These facilities are predominately focused on road and road reserve assets and accommodation associated with aged care and housing. Key issues arising from these responses are –

- Roads are a key service in the community and are highly ranked in importance,
- Rural services of vermin and weed control ranked high in importance. This is consistent with the respondents ranking for Landcare,

- Housing is ranked highly in importance and lesser for performance identifying the respondent's unmet needs.

### **Venues and Facilities**

Respondents were asked to identify specific venues used, to rank how the performance is rated and how important the venue is to the Community.

All sporting facilities received high usage acknowledgement from the respondents. Residents use cross town sporting facilities (including other local government districts) on numerous occasions.

When considering the responses for performance and importance of venues the following observations were made –

- Recreation facilities are ranked very highly to the community and there are gaps in the performance levels and the ranking of importance,
- Facilities (accommodation/public toilets) associated with tourism are ranked highly in the community,
- Gabbin Hall and Wialki Hall did not rank highly,
- The Beacon airstrip is considered inadequate by the Beacon respondents,
- The Aquatic Centre is not ranked of high importance, other than by the Bencubbin respondents.

### **Governance and Leadership**

The respondents ranked all categories as of high importance. Performance gaps exists across all questions relating to Governance.

- The performance of the Council and the expectations of the community shows a gap that requires to be addressed,
- Community consultation and information is uniformly identified as needing to close the gap,
- Customer service was ranked low.

# Functional Responsibilities

## Our Services

### Service programs

The Shire delivers a wide range of services and facilities to the community. The revenues and expenditure of the Shire are required to be classified in accordance with legislation. The Local Government (Financial Management) Regulations 1996 (Schedule 1 Part 1) specify the minimum program classifications to be disclosed.

### Statement of Objectives

The Shire of Mount Marshall is dedicated to providing high quality services to the community through the various service orientated programs which it has established.

### Governance

Administration and operation of facilities and services to members of the Council. Other costs that relate to the tasks of assisting elected members and rate payers on matters which do not concern specific shire services.

### General Purpose Funding

Rates, general purpose government grants and interest revenue.

### Law, Order, Public Safety

Supervision of various local laws, fire prevention, emergency services and animal control.

### Health

Food quality, pest control and other related matters.

### Education & Welfare

Home and community care assistance, operation of senior citizens' centre and playgroup centre. Family and community support service.

### Housing

Maintenance of staff and rental housing. Administration and maintenance of community housing.

### Community Amenities

Rubbish collection services, operation of tips, effluent service, noise control, administration, town-planning scheme, maintenance of cemeteries, and maintenance of rest centres and storm water drainage maintenance.

### Recreation & Culture

Maintenance of halls, aquatic centre, recreation centres and various reserves. Operation of library services.

## **Transport**

Construction and maintenance of streets, roads, drainage and footpaths. Cleaning and lighting of streets, traffic signs, depot maintenance and airstrip maintenance.

## **Economic Services**

The regulation and provision of tourism facilities, area promotion, building controls, saleyards, noxious weeds, vermin control and standpipes.

## **Other Property & Services**

Private work operations, plant repairs and operation costs.

## **Service Levels**

It is proposed that existing service levels will be maintained for all operational areas in formulating this plan. However, a key objective in the Corporate Business Plan is to improve existing service levels in the longer term whilst continuing to achieve annual operating surpluses each year to fund the provision of infrastructure.

## **Asset Management**

The Shire has developed a strategic approach to asset management and prepared asset management plans based on the total life cycle of assets. The Asset Management Plans' will assist the Shire in predicting infrastructure consumption and asset renewal needs and identifies the cost required to renew or preserve the asset (renewal gap). The continued allocation of funding towards the renewal of assets and funding for maintenance and upgrades will result in a positive investment for the community in future. Asset acquisitions and capital works are funded from rate revenue, specific cash reserves, government grants or borrowings.

# Delivery Plan

## Objectives and Strategies – Social

We will provide services and infrastructure on an equitable basis which will retain and enhance our community values.

We will enhance our community through individual commitment, partnerships and community involvement to enhance our way of life. Our natural assets are valued, protected and enhanced for future generations.

We will advocate on behalf of our community to position our Shire with key stakeholders that will support our success and growth.

**Objective 1** - *A social environment that provides for an active, healthy and safe environment which honours our values, environment and culture*

Outcome	Strategy	Ref	Action	Who	2017/18	2018/19	2019/20	2020/21
1.1 Facilities/ services that enhance the public safety in the district	1.1.1 Facilitate engagement between government agencies, service providers and the Community	1.1.1.1						
	1.1.2 Support the provision and improvement of emergency services	1.1.2.1	Develop and co-ordinate community emergency services	RO	✓			
		1.1.2.2	Review Bushfire Management Plan	RO	✓			
		1.1.2.3	Develop strategies and funding options for Beacon airfield	CEO	✓			
		1.1.2.4	Upgrade to Beacon airfield	CEO	\$400,000	✓		
		1.1.2.5	Review Local Emergency Management Arrangements	RO	✓	✓	✓	✓
	1.1.3 Lobby to maintain adequate police services	1.1.3.1	Advocate to maintain two-person police station in Bencubbin	Council	✓	✓	✓	✓
	1.1.4 Advocate for the provision and improvement of a district wide high level communications network	1.1.4.1	Advocate to improve mobile coverage and internet access and speeds across the Shire	Council	✓	✓	✓	✓
		1.1.4.2	Implement and promote further development of NEWROC Telecommunications business-grade internet network project	CEO	\$18,718	✓	✓	✓
1.2 An environment that provides for a caring and healthy community	1.2.1 Advocate and lobby for appropriate and accessible health services throughout the District	1.2.1.1	Strong and active engagement with Government agencies	Council	✓	✓	✓	✓
		1.2.1.2	Continue support of Kunnunoppin Medical Practice	CEO	\$60,000	✓	✓	✓
	1.2.2 Provision of affordable housing for aged persons and people with disabilities	1.2.2.1	Prepare land for Aged Care Units (CEACA)	WS	\$81,600			
		1.2.2.2	Construction of units (Stages 1 & 2)	CEO		✓	✓	
		1.2.2.3	Continue participation in CEACA	CEO	\$14,000	✓	✓	✓
		1.2.2.4	Review Disability Access and Inclusion Plan	CEO	✓			
	1.2.3 Facilitate affordable staff and community housing	1.2.3.1	Review community housing needs	CEO		✓		
		1.2.3.2	Community housing major maintenance	F&AM	\$289,355	✓	✓	✓
		1.2.3.3	Implement workers' accommodation in Beacon	CEO	\$120,000	✓		
	1.2.4 Provide an environment that attracts and retains youth and young adults	1.2.4.1	Advocate to improve and extend the bus service to Mukinbudin High School	CEO	✓	✓		
	1.2.5 Advocate for the provision of education services within the community	1.2.5.1	In consultation with the schools, lobby the Department of Education for the provision of adequate facilities and programs	Council	✓	✓	✓	✓

Continued from page 11.

Outcome	Strategy	Ref	Action	Who	2017/18	2018/19	2019/20	2020/21
1.3 Active and passive recreation facilities and services	1.3.1 Develop, maintain and support appropriate recreation facilities throughout the Shire in line with the Sporting & Recreation Master Plan	1.3.1.1	Upgrade Bencubbin Recreation Centre	CEO	\$2,447,761			
		1.3.1.2	Prepare Aquatic Facility feasibility study	CEO	\$45,000			
		1.3.1.3	Upgrade Aquatic Facility	CEO			2,800,000	✓
		1.3.1.4	Implement the Sporting and Recreation Master Plan (as below)	CDO	✓	✓	✓	✓
			(A) Upgrade of Beacon complex power supply	CDO	✓			
			(B) Investigate additional youth features across the Shire	CDO		✓	✓	
			(C) Enhance promotion of existing trail offerings (increased signage; online maps)	CDO	✓	✓		
			(D) Explore enhancement opportunities for existing trails	CDO			✓	
			(E) Explore opportunities to increase Shire support for volunteers	CDO	✓	✓	✓	✓
	1.3.2 Partner with stakeholders to achieve greater community participation in recreational facilities and services	1.3.2.1	Maintain the Community Development Officer position	CEO	✓	✓	✓	✓
	1.3.3 Provide support for community owned facilities	1.3.3.1	Implement Economic Development Fund	CEO/CDO	\$120,000	✓	✓	✓
		1.3.3.2	Continue Club Support Grant Funding	CDO	\$12,000	✓	✓	✓
		1.3.3.3	Support local clubs during funding application process to assist obtaining funds for facility upgrades	CDO	✓	✓	✓	✓

Abbreviations: CDO - Community Development Officer; CEACA - Central East Aged Care Alliance; CEO - Chief Executive Officer; F&AM - Finance and Administration Manager; RO - Regulatory Officer; WS - Works Supervisor



## Objectives and Strategies – Economic

We acknowledge that to maintain or grow we need to ensure services and infrastructure can be provided to meet local expectations. We will promote growth by ensuring that the district is recognised as an attractive place to live, work and invest. An increase in our population and investment will also pave the way for better employment opportunities and help retain our youth.

We will implement the appropriate planning and ensure that there is adequate consideration of the social and environmental impacts of all future development, in order to achieve balanced growth for our community, whilst also conserving the environment and retaining our local character and relaxed lifestyle.

### **Objective 2** - *A diverse and innovative economy with a range of local employment opportunities*

Outcome	Strategy	Ref	Action	Who	2017/18	2018/19	2019/20	2020/21
2.1 Actively support and develop local and new business	2.1.1 Develop a local economic development strategy	2.1.1.1	Prepare economic development strategy	CEO	✓			
	2.1.2 Maintain/review town planning strategies to make our Shire attractive for potential new business	2.1.2.1	Review Local Planning Strategy	CEO	✓			
	2.1.3 Lobby for technological infrastructure necessary to support commercial and business growth	2.1.3.1	Assess coverage of new Beacon mobile tower (on-air August 2017) and identify & report remaining coverage blackspots across the Shire	CEO/ Council	✓			
	2.1.4 Lobby for the provision of a reliable electricity supply from government agencies with respect to both headworks charges and reliability	2.1.4.1	Investigate opportunities for off-grid solutions	CEO/ Council	✓	✓		
	2.1.5 Support processes that will enhance local business access to professional services/advice	2.1.5.1	Employ and support an Economic Development Officer	CEO	✓	✓	✓	✓
	2.1.6 Support opportunities for all businesses	2.1.6.1	Economic Development Fund Initiatives	Council	\$120,000	✓	✓	✓
2.2 The development of local and regional tourism	2.2.1 Advocate, promote and market the Shire as a place to live, work and visit	2.2.1.1	Maintain website with up-to-date tourism information	CDO	✓	✓	✓	✓
			Review and maintain Land for Sale section of websites	EDO	✓	✓	✓	✓
			Review current business information and directories	EDO	✓	✓	✓	✓
			Forge a link with 'Heartlands' directory	EDO	✓	✓	✓	✓
	2.2.2 Assist with the provision of relevant tourist information and marketing services	2.2.2.1	Work with NEWTravel on marketing strategy for tourism	CEO	✓	✓	✓	✓
	2.2.3 Support a coordinated approach for regional tourism promotion and management	2.2.3.1	Promote the 'Wheatbelt Way' app and local on-line booking options for the caravan parks	CEO	✓	✓	✓	✓
	2.2.4 Facilitate the development of local tourism activities associated with the Shire's diverse natural, social and built heritage	2.2.4.1	Complete Water Tank take-over, and prepare and promote for tourism where appropriate	CEO / WS	\$25,000	✓	✓	✓
	2.2.5 Develop partnerships to actively support visitor growth	2.2.5.1	Support the CRC's, and partnerships linked to caravan park booking and oversight	CDO	✓	✓	✓	✓

Continued from page 13.



Outcome	Strategy	Ref	Action	Who	2017/18	2018/19	2019/20	2020/21
2.3 An effective and efficient transportation network	2.3.1 Plan for the provision and delivery of transport services and infrastructure in the Shire in close consultation with the State and Federal governments and the local community	2.3.1.1	Review Council Road Asset Management Plan	WS	✓	✓	✓	✓
		2.3.1.2	Prepare Asset Management Plans	F&AM	✓		✓	
		2.3.1.3	Review Asset Management Strategy	F&AM		✓		✓
	2.3.2 Maintain an efficient safe and good quality local road network	2.3.2.1	Complete Blackspot road program	WS	\$238,300	✓	✓	✓
		2.3.2.2	Complete Council's road works program	WS	\$1,356,702	✓	✓	✓
		2.3.2.3	Complete Regional Road Group works program	WS	\$3,231,342	✓	✓	✓
		2.3.2.4	Complete Roads to Recovery works program	WS	\$2,872,054	✓	✓	✓
	2.3.3 Advocate for improvement and provision of appropriate regional transport links, including rail, air and bus services	2.3.3.1						

Abbreviations: CEO - Chief Executive Officer; F&AM - Finance and Administration Manager; WS - Works Supervisor

## Objectives and Strategies – Environmental

We will continue to nurture a strong sense of stewardship amongst our residents, businesses and visitors of the natural environment. We encourage our community to be more involved in environmental projects to instil a greater sense of local pride

The district welcomes tourists and will ensure everyone feels welcomed and comfortable. We can work together as a community to all be proud and welcoming ambassadors, and take responsibility for the presentation of our towns.

### Objective 3 - A balanced respect for our environment and heritage, both natural and built.

Outcome	Strategy	Ref	Action	Who	2017/18	2018/19	2019/20	2020/21
3.1 Maintain and improve access and connectivity to our natural assets	3.1.1 Identify vulnerable environments or areas in need of protection	3.1.1.1	Identify vulnerable environments or areas in need of protection	CEO/NRM	✓	✓	✓	✓
	3.1.2 Encourage eco-tourism through the district	3.1.2.1	Promote library offerings for local nature information	CEO	✓	✓	✓	✓
	3.1.3 Support protection of existing and remnant vegetation	3.1.3.1	Work with landholders to continue protection of vegetation	NRM	✓	✓	✓	✓
	3.1.4 Encourage and support community awareness and participation in environmental projects	3.1.4.1	Encourage and support community environmental projects	CEO/NRM	✓	✓	✓	✓
		3.1.4.2	Complete water collection projects	WS	\$57,750			
	3.1.5 Encourage the consideration of renewable energy generation technologies in the district	3.1.5.1	Work with NEWROC to increase investment in solar/wind technology	CEO	✓	✓	✓	✓
		3.1.5.2	Consider energy efficiency when reviewing Council facilities and operations	CEO	✓	✓	✓	✓
3.2 A sense of place through public infrastructure and facilities	3.2.1 Align land use and infrastructure planning	3.2.1.1	Review and update (if required) Town Planning Schemes	RO	✓			
	3.2.2 Provide commercial and industrial land aligned to economic need and growth	3.2.2.1	Investigate the feasibility of developing industrial blocks in Beacon, and promote to local business	EDO	✓	✓	✓	
	3.2.3 Develop and maintain sustainable assets and infrastructure	3.2.3.1	Collaborate with RRG for upgrade of 2030 roads	F&AM		✓		
		3.2.3.2	Continue footpath upgrades	WS	\$20,000	✓	✓	✓
	3.2.4 Protect significant heritage buildings and sites	3.2.4.1	Review Municipal Heritage Inventory	CDO		✓		

Abbreviations: CDO - Community Development Officer; CEO - Chief Executive Officer; F&AM - Finance and Administration Manager; NRM - Natural Resource Management Officer; WS - Works Supervisor

## Objectives and Strategies - Civic Leadership

We will continue to strive to be forward thinking, have strong representation and provide good leadership. We will also proactively communicate and acknowledge local feedback to ensure the services we deliver are representative of our community's needs.

In addition to focussing on continually improving our quality of service, we will work to leverage partnerships and better collaboration. We will maximise our efforts and advocate to better represent our region's interests particularly in relation to our environment, as well as continuing to lobby for better services to support our community.

### Objective 4 - *Exceptional leadership, working with our community towards a sustainable future*

Outcome	Strategy	Ref	Action	Who	2017/18	2018/19	2019/20	2020/21
4.1 Collaborative and transparent leadership	4.1.1 Enhance open and interactive communication between Council and the community	4.1.1.1	Develop communications plan for the Shire	CEO		✓		✓
		4.1.1.2	Maintain regular communication with the community	Council/ CEO	✓	✓	✓	✓
	4.1.2 Provide responsive high level customer service	4.2.2.1	Undertake community satisfaction survey	CEO	✓		✓	
		4.2.2.2	Conduct 8-yearly review of local laws	CEO		✓		
		4.2.2.3	Develop Customer Service charter	F&AM	✓			
		4.2.2.4	Review the Shire's Code of Conduct	CEO	✓			
	4.1.3 Engage the community in decision making and shared responsibility in achieving our goals	4.1.3.1	Review of Strategic Community Plan	Council/ CEO		✓		✓
		4.1.3.2	Review community consultation policy	CEO			✓	
	4.1.4 Promote a culture within the Shire that aligns actions with the values and aspirations of the Strategic Community Plan	4.1.4.1	Undertake actions within this Corporate Business Plan	CEO	✓	✓	✓	✓
4.2 Strong representation on behalf of the Community	4.2.1 Facilitate processes/networks for the engaging of government agencies and key stakeholders	4.2.1.1	Attend appropriate opportunities and functions with Ministers and staff of government agencies	CEO/ Council	✓	✓	✓	✓
	4.2.2 Lobby all levels of government where services may be threatened or withdrawn	4.2.2.1	Lobby for appropriate health and emergency services	Council	✓	✓	✓	✓
	4.2.3 Facilitate resource sharing and actively participate in partnerships on a regional basis	4.2.3.1	Partner with the Wheatbelt Development Commission on identified regional initiatives	Council	✓	✓	✓	✓
		4.2.3.2	Maintain active membership of NEWROC	Council	✓	✓	✓	✓
4.3 A local government that is highly respected, professional, trustworthy and accountable	4.3.1 Promote and support elected members and staff participation in training, education and professional development	4.3.1.1	Review of staff skills and training needs	CEO	✓		✓	
		4.3.1.2	Create a staff development framework	F&AM	✓	✓	✓	✓
	4.3.2 Provide sufficient resources to facilitate effective	4.3.2.1	Review Corporate Business Plan	CEO	✓	✓	✓	✓
		4.3.2.2	Review Workforce Plan	CEO		✓		✓
	4.2.3 Facilitate resource sharing and actively participate in partnerships on a regional basis	4.2.3.1	Partner with the Wheatbelt Development Commission on identified regional initiatives	Council	✓	✓	✓	✓
		4.2.3.2	Maintain active membership of NEWROC	Council	✓	✓	✓	✓

Continued from page 16.

Outcome	Strategy	Ref	Action	Who	2017/18	2018/19	2019/20	2020/21
4.3 A local government that is highly respected, professional, trustworthy and accountable	4.3.4 Ensure that facilities are being maintained, developed rationalised in line with the Asset Management Plan and Long-Term Financial Plan	4.3.4.1	Revaluation of Land and Buildings	F&AM			✓	
		4.3.4.2	Revaluation of Plant and Equipment	F&AM		✓		
		4.3.4.3	Revaluation of Infrastructure	F&AM	✓			
		4.3.4.4	Review Asset Management Plan	CEO/ F&AM		✓		✓
		4.3.4.5	Review Long Term Financial Plan	CEO/ F&AM		✓		✓
	4.3.5 Use resources efficiently and effectively	4.3.5.1	Develop and implement an IT strategy for the Shire	F&AM			✓	
		4.3.5.2	Review records management processes	EA	\$29,000			
		4.3.5.3	Review Policy and Procedure Manual	CEO	✓	✓	✓	✓
		4.3.5.4	Review Plant Replacement Strategy	WS	✓	✓	✓	✓
		4.3.5.5	Review staff housing needs	CEO		✓		
		4.3.5.6	Upgrade staff housing	F&AM	\$158,244	✓	✓	✓
		4.3.5.7	Staff housing major maintenance	F&AM	\$289,355	✓	✓	✓
	4.3.6 Operate in a financially sustainable way	4.3.6.1	Prepare and present the Annual Report	CEO	✓	✓	✓	✓
		4.3.6.2	Review of the delegated authority	CEO	✓	✓	✓	✓
		4.3.6.3	Report to the Audit Committee on internal risk control	F&AM	✓		✓	
		4.3.6.4	Report to the Audit Committee on risk management	CEO		✓		✓
		4.3.6.5	Review financial management systems (Finance Regn 5(2))	CEO			✓	
		4.3.6.6	Review Council insurance coverage	F&AM	✓	✓	✓	✓
		4.3.6.7	Manage and administer the Shire's financial systems/procedures	F&AM	✓	✓	✓	✓
	4.3.7 Recruit, retain and develop suitably qualified, experienced and skilled staff	4.3.7.1	Review attraction and retention strategy	CEO		✓		✓

Abbreviations: CEO - Chief Executive Officer; EA - Executive Assistant; F&AM - Finance and Administration Manager; WS - Works Supervisor

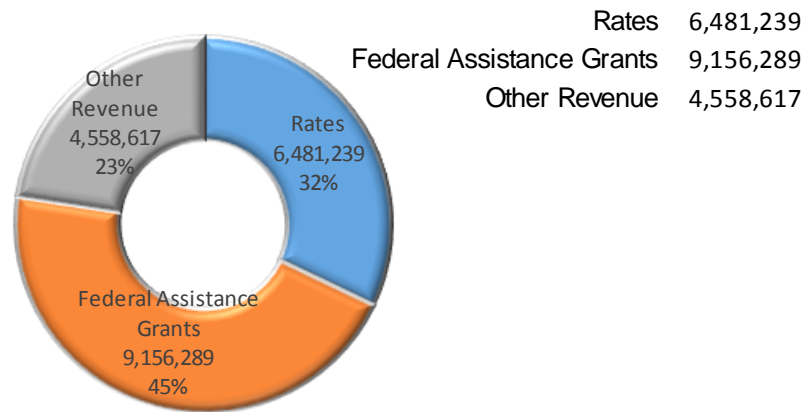
## Major projects

Project	CSP		2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$
<b>Bencubbin Recreation Complex</b>	Social	Outlays	2,447,761	0	0	0
Buildings	1 3.1	Grants	917,400	0	0	0
Upgrade to the existing recreation centre.		Other	100,000	0	0	0
		Loan	0	0	0	0
		Reserves	1,430,361	0	0	0
		General Funds	0	0	0	0
<b>Aquatic Centre</b>	Social	Outlays	0	2,800,000	0	0
Upgrade	1 3.1	Grants	0	933,000	0	0
Review of the existing facility and determine on replacement. Provision made in long term estimates for potential renew or replace.		Other	0	0	0	0
		Loan	0	900,000	0	0
		Reserves	0	900,000	0	0
		General Funds	0	67,000	0	0
<b>Councils Works Program</b>	Economic	Outlays	89,800	339,500	349,700	360,100
Road Works	2 3.2	Grants	0	0	0	0
Provision of funds to renew road network in accordance with the current estimates to meet the 10 year program.		Other	0	0	0	0
		Loan	0	0	0	0
		Reserves	0	0	0	0
		General Funds	89,800	339,500	349,700	360,100
<b>Regional Road Group</b>	Economic	Outlays	925,561	612,000	636,000	661,000
Road Works	2 3.2	Grants	617,041	408,020	424,021	440,689
Roadworks allocated through the Regional Road Group. Council contribution is one third of total outlays.		Other	0	0	0	0
		Loan	0	0	0	0
		Reserves	0	0	0	0
		General Funds	308,520	203,980	211,979	220,311
<b>Roads to Recovery</b>	Economic	Outlays	918,567	540,000	540,000	540,000
Road Works	2 3.2	Grants	892,567	540,000	540,000	540,000
Roadworks allocated through the federal road program Roads to recovery. 2017/18 allocation to blackspot program.		Other	0	0	0	0
		Loan	0	0	0	0
		Reserves	0	0	0	0
		General Funds	26,000	0	0	0
<b>Blackspot Program</b>	Social	Outlays	238,300	0	0	0
Road Works	2 3.2	Grants	159,059	0	0	0
Funding provided on a need basis for specific parts of the road network.		Other	0	0	0	0
		Loan	0	0	0	0
		Reserves	0	0	0	0
		General Funds	62,361	0	0	0

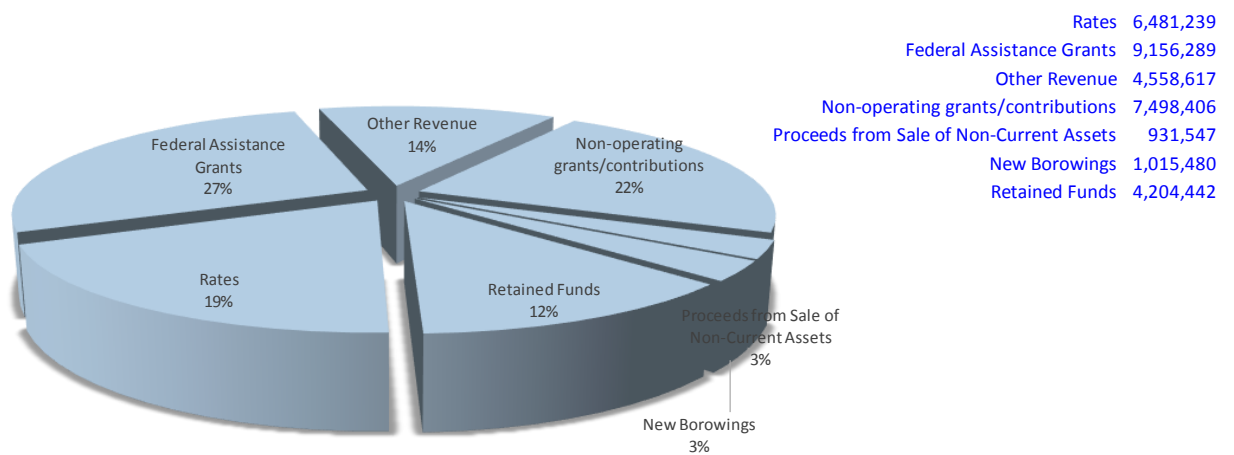
## Resourcing

	2017/18	2018/19	2019/20	2020/21
<b>Operating revenues</b>				
General rate revenue	1,359,993	1,529,264	1,655,982	1,801,389
Specified area rates	28,264	35,449	35,449	35,449
Federal Assistance Grants	1,178,694	2,442,107	2,653,121	2,882,367
Operating grants/subsidies/contributions	213,305	200,258	213,670	227,156
Fees and Charges	553,384	588,342	628,537	668,166
Interest earnings	114,456	91,154	91,179	97,565
Other Revenue	205,842	210,760	221,606	233,237
Operating revenues	3,653,938	5,097,334	5,499,544	5,945,329
<b>Other funding sources</b>				
Non-operating grants/contributions	2,954,942	2,124,148	1,158,857	1,260,459
Proceeds from Sale of Non-Current Assets	260,000	203,011	185,744	282,792
Proceeds from New Debentures	0	1,015,480	0	0
Proceeds from Self Supporting Loans	19,407	17,410	9,167	9,524
Movement in Non Cash Assets/Liabilities	0	7,000	7,400	7,800
Net Transfers (to)/From Reserves	1,146,468	1,316,464	15,807	(62,197)
1 July Surplus/(Deficit)	1,787,900	0	0	0
Non operating Sources	6,168,717	4,683,513	1,376,975	1,498,378
Funds available	9,822,655	9,780,847	6,876,519	7,443,707
<b>Applied to</b>				
Debt Servicing	(158,371)	(215,532)	(204,795)	(204,794)
Available to apply to strategic Objectives	9,664,284	9,565,315	6,671,724	7,238,913
<b>APPLIED TO STRATEGIC OUTCOMES</b>				
<b>OBJECTIVE 1 – A social environment that provides for an active, healthy and safe environment which honours our values, environment and culture</b>				
Operations	(1,555,076)	(1,646,557)	(1,743,676)	(1,874,732)
Capital Outlays	(3,069,361)	(3,193,120)	(35,973)	(115,198)
<b>OBJECTIVE 2 – A diverse and innovative economy with a range of local employment opportunities.</b>				
Operations	(1,305,127)	(1,385,673)	(1,468,538)	(1,554,917)
Capital Outlays	(2,751,228)	(2,503,848)	(2,508,802)	(2,761,526)
<b>OBJECTIVE 3 – A balanced respect for our environment and heritage, both natural and built.</b>				
Operations	(133,186)	(142,231)	(151,521)	(161,192)
Capital Outlays	(74,750)	0	0	0
<b>OBJECTIVE 4 - Exceptional leadership, working with our community towards a sustainable future</b>				
Operations	(640,556)	(568,677)	(618,191)	(642,074)
Capital Outlays	(135,000)	(125,209)	(145,023)	(129,274)
Applied in meeting strategic outcomes	(9,664,284)	(9,565,315)	(6,671,724)	(7,238,913)

## Operating Revenues



## Source of Funds









Bencubbin Community Resource Centre  
Lot 283 Monger Street  
PO Box 103  
BENCUBBIN WA 6477

SHIRE OF MT MARSHALL	
Received	
7 SEP 2017	
File No	F1/3 = B2/14
Officer	CEO
Copy	

CEO John Nuttal and Councillors  
Shire of Mt Marshall  
Box 20  
Bencubbin WA 6477

Friday, 1<sup>st</sup> September 2017

Dear John and Councillors,

**RE: Please consider reducing the rent paid by the Bencubbin Community Resource Centre**

Early last week the auditor engaged for the past 2 years, Toni Angelevski of Acnode Corporate, Dianella was in Bencubbin auditing the financials of the Bencubbin Community Resource Centre.

Toni audits a number of CRCs throughout the Wheatbelt area e.g. Koorda, Nungarin, Westonia, Merredin and Mukinbudin.

One of his concerns was how much we are paying for rent on our building and he suggested we make some enquiries to our Shire about a reduction in rental costs. He commented that we are paying the highest rent of all the CRCs that he is auditing.

His comments were discussed at our committee meeting on the 23<sup>rd</sup> of August 2017 and at the committee members' suggestion I am writing to ask you to consider reducing the amount of rent we pay, which is currently \$2,600 per annum.

As you would be aware Minister MacTiernan is going through all budgets in her portfolio of Department of Primary Industries and Regional Development. Generally speaking, most CRCs have only been assured of funding for the next 18 months (i.e. until 31<sup>st</sup> March 2019), with another review to take place when that time is up.

Consequently, we are endeavouring to provide the best and most appropriate service to our community in the area of business, economic and social development with the budget we have been allocated.

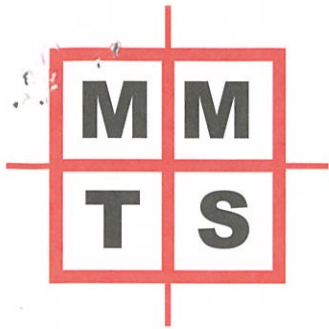
I have just this week written a letter which has been published in The Gimlet asking anyone who values the services we provide to please write a letter of support or offer to be in a short video promoting our centre as we need to ensure that Minister MacTiernan understands the importance of, and the necessity that, our CRC has become since its beginnings in 2001.

If you could please consider a reduction in our rent, we would be most grateful.

Kind regards,

Donna Cooper  
Chairperson (Bencubbin CRC)





**McMAHON  
MINING  
TITLE  
SERVICES  
PTY LTD**

Ph: (08) 6467 7997  
Fax: (08) 9272 6939  
Email: [mmts@mmts.net.au](mailto:mmts@mmts.net.au)  
Unit 28/168 Guildford Road  
Maylands WA 6051

PO Box 592  
Maylands WA 6931  
ABN 70 104 341 817

<b>SHIRE OF MT MARSHALL</b>	
Received	
1 AUG 2017	
File No.	<u>A3/5</u>
Officer:	<u>CEO</u>
Copy:	<u>RO</u>

28 August 2017

THE SHIRE CLERK  
SHIRE OF MOUNT MARSHALL  
PO BOX 20  
BENCUBBIN WA 6477

Attention: Chief Executive Officer

**Registered Post: 944030646015**

Dear Sir/Madam,

**RE: APPLICATION FOR EXPLORATION LICENCE 70/5022**

On behalf of our client, Brine Processors (WA) Pty Ltd, an application has been made for the above mentioned Exploration Licence 70/5022.

In accordance to requirements set out in the West Australian Mining Act, notification must be forwarded to the appropriate local government authority affected by the application.

As the land affected lies within your shire, please find attached a copy of the application and a plan showing the area of the application.

Should you have any queries, please do not hesitate to contact our office.

Yours faithfully,

Celeste Patricio  
McMahon Mining Titles

Form 21

WESTERN AUSTRALIA

Mining Act 1978

(Secs. 41, 58, 70C, 74, 86, 91, Reg. 64)

## APPLICATION FOR MINING TENEMENT

(a) Type of tenement	(a) Exploration Licence		No. E 70/5022
(b) Time & Date marked out (where applicable)	(b) a.m./p.m. / /		(c) SOUTH WEST
(c) Mineral Field			
For each applicant:	(d) and (e)		(f) Shares
(d) Full Name and ACN/ABN	BRINE PROCESSORS (WA) PTY LTD (ACN: 613 687 157)		100
(e) Address	C/- MCMAHON MINING TITLE SERVICES PTY LTD, PO BOX 592, MAYLANDS, WA, 6931		
(f) No. of shares			(g) Total 100
(g) Total No. of shares			
DESCRIPTION OF GROUND APPLIED FOR:	(h) LAKE MOORE		
(For Exploration Licences see Note 1. For other Licences see Note 2. For all Licences see Note 3.)	(i) Details of Private Property Affected: "IN RESPECT TO PRIVATE LAND, THE TENEMENT APPLICANT IS SEEKING SUBSURFACE RIGHTS ONLY, THEREFORE SECTION 33(1a) OF THE MINING ACT 1978 APPLIES TO PRIVATE LAND NOTICES."		
(h) Locality			
(i) Datum Peg			
(j) Boundaries			
(k) Area (ha or km <sup>2</sup> )	(k) 123 BL		
(l) Signature of applicant or agent (if agent state full name and address)	(l) Celeste Patricio UNIT 28/168 GUILDFORD ROAD, MAYLANDS, WA, 6051		Date: 25/08/2017

### OFFICIAL USE

A NOTICE OF OBJECTION may be lodged at any mining registrar's office on or before the 29th day of September 2017 (See Note 4).

Where an objection to this application is lodged the hearing will take place on a date to be set.

Received at	09:17:23	on	25 August	2017	with fees of
Application	\$1,362.00				
Rent	\$16,482.00				
TOTAL	\$17,844.00				
Receipt No:	76373457231				

*Mining Registrar*

### NOTES

#### Note 1: EXPLORATION LICENCE

- (i) Attachments 1 and 2 form part of every application for an exploration licence and must be lodged with this form in lieu of (h), (i), (j) and (k) above.
- (ii) An application for an Exploration Licence shall be accompanied by a statement specifying method of exploration, details of the proposed work programme, estimated cost of exploration and technical and financial ability of the applicant(s).

#### Note 2: PROSPECTING/MISCELLANEOUS LICENCE AND MINING/GENERAL PURPOSE LEASE

- (i) This application form shall be accompanied by a map on which are clearly delineated the boundaries of the area applied for.

#### Note 3: GROUND AVAILABILITY

- (i) The onus is on the applicant to ensure that ground is available to be marked out and/or applied for.
- (ii) The following action should be taken to ascertain ground availability:
  - (a) public plan search; (b) register search; (c) ground inspection.

#### Note 4: ALL APPLICATIONS OVER PRIVATE LAND

The period for lodgement of an objection is within 21 days of service of this notice, or the date noted above for lodging objections, whichever is the longer period.

WESTERN AUSTRALIA Mining Act 1978 Sec. 58; Reg. 64			<b>FORM 21 - ATTACHMENT 1</b>		
EXPLORATION LICENCE NO. 70/5022					
THIS SECTION MUST BE COMPLETED IN FULL FOR ALL EXPLORATION LICENCE APPLICATIONS					
LOCALITY: LAKE MOORE					
BLOCK IDENTIFIER (All three sections must be completed)					
1:1,000,000 PLAN NAME		PRIMARY NUMBER		GRATICULAR SECTION	
PERTH		1627		uvwxyz	
PERTH		1628		mnopqrstvwxy	
PERTH		1699		abcdefghijklmnoqrw	
PERTH		1700		abfghjklmno	
PERTH		1770		ekpuz	
PERTH		1771		abfglmnqrsvwx	
PERTH		1842		ekoptuyz	
PERTH		1843		abcfghlmnqrv	
PERTH		1914		dejkstuxyz	
PERTH		1915		abcfghlmnqrstvw	
PERTH		1986		cdehjk	
PERTH		1987		abcfgh	
<b>TOTAL BLOCKS:</b>				<b>123</b>	



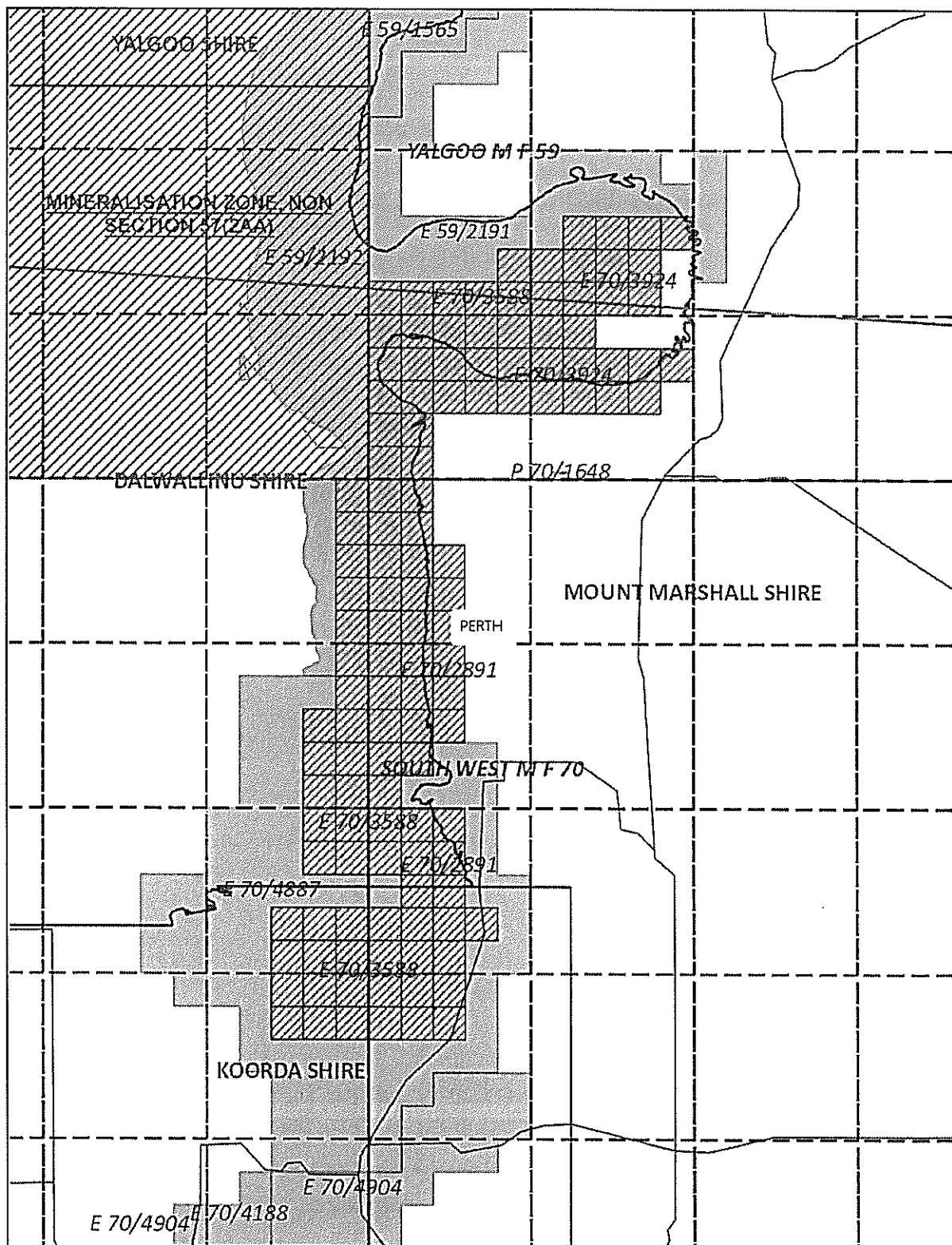
Mining Act 1978  
Sec. 58; Reg. 64

## FORM 21 - ATTACHMENT 2


Plan Name(s) - PERTH

Time Officially Received : 25/08/2017 09:17:23

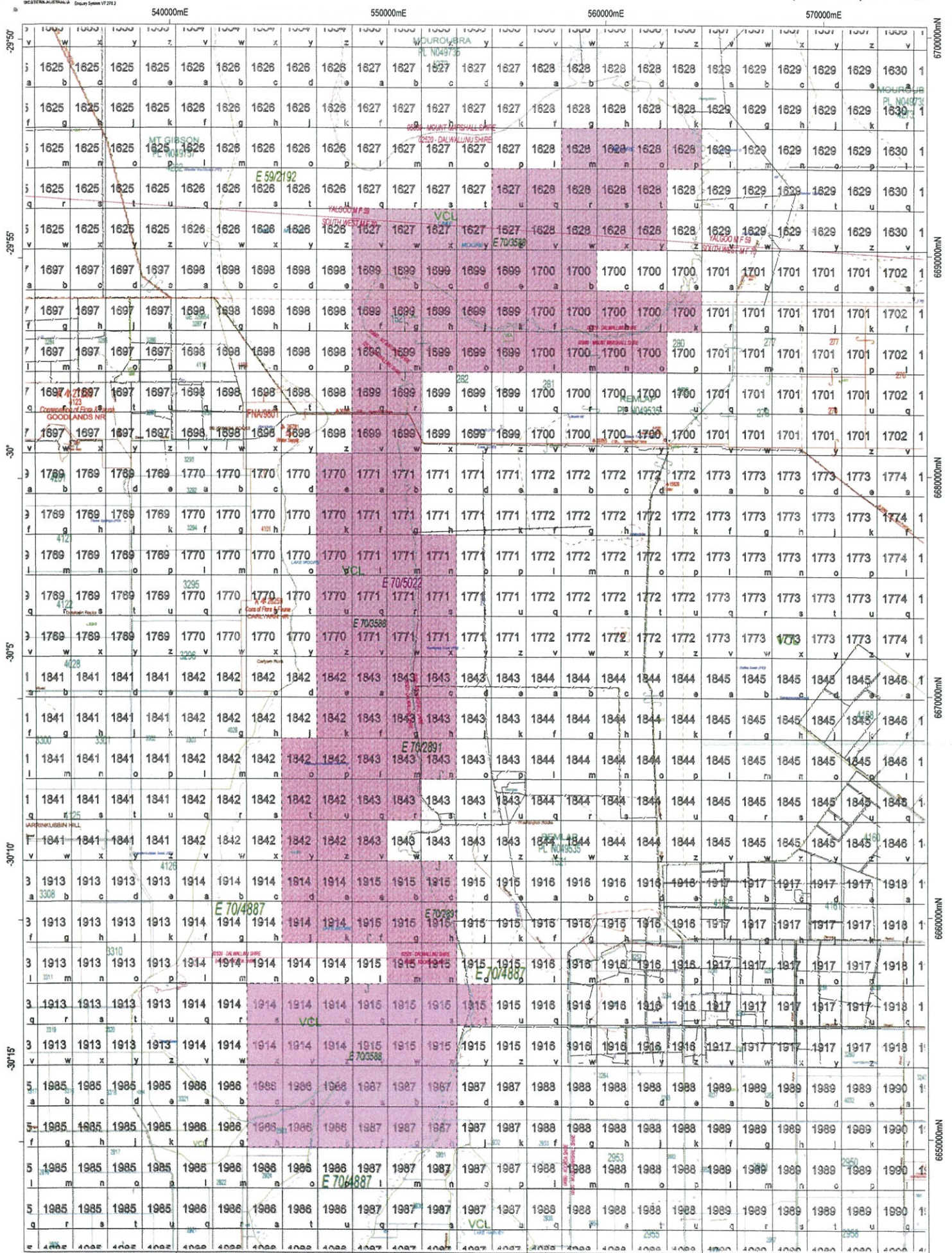
User Id : ex20583



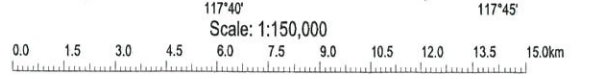
MAP SHOWING BLOCKS APPLIED FOR IN  
EXPLORATION LICENCE NO. 70/5022

 Graticular Section Applied For





This map has been compiled from various sources and is not a survey. It is intended for general reference only and should not be used for legal or official purposes. The Department of Mines, Industry Regulation and Safety is not responsible for any errors or omissions in this map. The map is subject to change without notice.

























CORPORATE BUSINESS PLAN 2013 - 2017																
Term	Action	2013/14	2014/15	2015/16	2016/17	Officer	Funding	Cost	Schedule	Resource	Project Standing	Comments				
CATEGORY ONE: SOCIAL																
Strategy 1: Maintain a strong sense of local community																
Short	S1.1 Advocate for enhanced service provision from government agencies to ensure these support services are available to local families and individuals	X	X			CDO	Recurrent Operating Budget Item	On Budget								Greater clarity as to what government services need to be advocated for to be identified in new Strategic Community Plan.
Short	S1.2 Partner with the community to support the creation of community driven activity centres such as playgroups and community centres		X	X		CDO	Recurrent Operating Budget Item	On budget		On Schedule	Sufficient Resource		Above average			Land and financial support (\$10,000) provided for Beacon Men's Shed Project. \$12,000 for the Club Support Fund. \$10,000 annual donation to the Beacon Community Resource Centre. Free use of the Sturt Pea building for the Bencubbin Playgroup. Engaged the Mens Shed for small construction projects through the year. <b>Funded new tables, chairs and storage furniture for the Beacon Playgroup.</b>
Short	S1.3 Advocate and strengthen Bencubbin an administrative centre for local government services for the district		X	X	X	CEO								Poor		No longer a priority with the amalgamation debate off the State Government's agenda. <b>Likely to be removed from the new Strategic Community Plan/Corporate Business Plan</b>
Strategy 2: Create an environment that provides for a caring and healthy community																
Ongoing	S2.1 Advocate and lobby for appropriate and accessible health services throughout the Shire					CEO	Recurrent Operating Budget Item	On budget		On Schedule	Sufficient Resource		Above average			Wheatbelt Development Commission grant to NEWROC of \$19,420 to develop a health strategy. Partnered with Nungarin, Trayning and Mukinbudun Shires to fund and provide medical services (\$60,000 annually). Housing provided for Silverchain nurse in Beacon including upkeep of gardens at Beacon and Bencubbin nursng centres.
Medium	S2.2 Facilitate provision of infrastructure for aged persons and people with disabilities			X		CEO	Funded - \$21,600 for CEACA project	On budget		On Schedule	Sufficient Resource		Excellent			Working with CEACA to deliver 3 independent living units into Mt Marshall Succesful in obtaining a Aged Friendly Community Grant of \$40,000 in 2015. Improved footpath access in both Beacon and Bencubbin. Aged Friendly community audit undertaken in 2015. NEWROC Aged Friendly Communities Strategic Plan completed in 2015. Housing in Baxter St Bencubbin built to Independent Living standards to cater for wheelchair access.
Medium	S2.3 Provide an environment that enhances the growth, development and retention of youth			X		CDO	Recurrent Operating Budget Item	On budget		On Schedule	Sufficient Resource		Average			Developed a youth friendly space in Bencubbin including skate park and basketball and netball rings. Resurfaced Beacon basketball court for junior association. CDO runs Junior Council twice annually and holds activities for youth throughout the year. Free events held during the year.
Ongoing	S2.4 Advocate for the provision of education services within the community					CEO	Recurrent Operating Budget Item	On budget			5					Relates to the loss of Year 7 at the Beacon and Bencubbin Primary Schools which comes into effect in 2018. <b>Council provided recent support for 'The Right Stage'</b>
Medium	S2.5 Facilitate community provision of appropriate playgroup facilities					CDO	Recurrent Operating Budget Item	On budget		On Schedule	Sufficient Resource		Above average			Child care audit was undertaken of both centres in Bencubbin and Beacon. Upgrades completed to Sturt Pea building in 2014/2015. Beacon Playgroup to received new airconditioning and furnishings in 2016/2017. Council have resolved to continue the Family Day Care Service.
Ongoing	S2.6 Provide to the community quality regulatory services					RO	Recurrent Operating Budget Item	On budget		On Schedule	Sufficient Resource		Average			Dedicated Regulatory Officer now in place. Service gap exists for building services. EHO resigned - New EHO <b>now</b> recruited WA Contract Ranger Services contracted to manage animal control, firebreaks etc.
Strategy 3: Provide services and processes to enhance public safety																
Ongoing	S3.1 Support provision of emergency services such as bush fire brigades, ambulance and LEMC					RO	Recurrent Operating Budget Item	On budget		On Schedule	Sufficient Resource		Above average			Administrative and limited financial support provided by the Shire for LEMC, Bushfire brigades and St Johns. Shire staff are actively involved in volunteer services. Future recruitment of volunteers a concern.
Short	S3.2 Lobby to maintain adequate police services					CEO	Recurrent Operating Budget Item	On budget		On Schedule	Sufficient Resource		Average			Completed. Bencubbin based Police Officers now working as a unit with Mukinbudin, Trayning and Koorda Police Officers
Strategy 4: Provide active and passive recreation facilities and services																
Short	S4.1 Develop a broad recreation master plan for the Shire	X	X	X		CDO	Delivery of Plan subject to inclusion in Strategic Financial Plan	Complete		Complete	Complete		Excellent			Completed April 2016
Ongoing	S4.2 Develop, maintain and support appropriate recreation facilities throughout the Shire					CDO	Delivery of Plan subject to inclusion in Strategic Financial Plan									See Sport & Recreation Master Plan
Medium	S4.3 Partner with stakeholders to achieve greater community participation in recreational facilities and services					CDO	Delivery of Plan subject to inclusion in Strategic Financial Plan									See Sport & Recreation Master Plan

CORPORATE BUSINESS PLAN 2013 - 2017																
Term	Action	2013/14	2014/15	2015/16	2016/17	Officer	Funding	Cost	Schedule	Resource	Project Standing	Comments				
CATEGORY TWO: ECONOMIC																
Strategy 5: Actively support and develop local and new business																
Ongoing	E1.1 Develop a local economic development strategy					CEO	Unfunded	No budget		No Schedule		Insufficient resource		Poor		Economic Development Officer not replaced. Budget item for 17/18 to recruit for this position. <b>NEWROC do not wish to partner up with this position.</b> Job advert placed and position to be filled within the next 6 weeks
Ongoing	E1.2 Lobby for the technological infrastructure (such as mobile telephone) necessary to support commercial and business growth					CEO	Recurrent Operating Budget Item	On budget		On Schedule		Sufficient resource		Average		Telstra mobile telephone tower (4GX) in Bencubbin commissioned in 2013/14. Construction of <b>60m</b> Telstra mobile tower for Beacon scheduled now for 3rd quarter 2017. A further round of Commonwealth telecommunications funding in Feb 2017 may provide another tower north of Beacon, depending on coverage review of new tower. <b>Beacon tower now constructed and live.</b>
Ongoing	E1.3 Lobby for the provision of reliable electricity supply from government agencies with respect to both headworks charges and reliability					CEO	Recurrent Operating Budget Item	On budget		On Schedule		Sufficient Resource		Average		Ongoing
Short	E1.4 Support processes that will enhance local business access to professional services and advice					CEO	Unfunded	No budget		No Schedule		Insufficient resource		Poor		Economic Development Officer not replaced. However NEWROC Grant Application pending for <i>connectivity plan</i> - <b>Grant application successful</b>
Medium	E1.5 Facilitate and create sustainable business and community partnerships					CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		Vouchers available to caravan park visitors for spending at local businesses. Full review required of ability to attract and then house new business in both towns
Long	E1.6 Enhance the aesthetic environment to support business opportunities					CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		Paved alfresco area established near sandalwood shops. Carpark and truckbay sealed at Beacon Co-op. Development of Beacon tourist information bay opposite Co-op. New signs located in Beacon (shop & CRC). Water feature installed at front of Beacon Co-op. Public art placed in Beacon.
Medium	E1.7 Build the capacity to develop and implement communication and marketing initiatives					CEO	Unfunded	No budget		No Schedule		Insufficient resource		Poor		Economic Development Officer not replaced. See above re NEWROC Grant.
Strategy 6: Facilitate the development of local and regional tourism																
Ongoing	E2.1 Advocate, promote and market the Shire as a place to live, work and visit					CDO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		The Shire is advertised in various tourism publications and Facebook. NEWTravel updated Wheatbelt Way website being finalised and soon to be released in conjunction with the new Wheatbelt Way App. <b>ETA September 2017</b> Familiarisation tour held in June for staff to visit tourism sites and facilities within our Shire. <b>NEWTravel also looking at developing on-line booking facilities. Seeking Caretakers for the Bencubbin &amp; Beacon Caravan Parks. New mobile after hours phone number advertised for the Bencubbin Caravan Park to ensure visitors have a contact outside office hours.</b>
Short	E2.2 Assist with the provision of relevant tourist information and marketing services					CDO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Excellent		The Shire makes annual contributions to NEWTravel's marketing budget and Tourism Officer wages (\$8,000). The Shire contributes to funding of Bencubbin and Beacon Visitor Centre staff training. CDO attended the 2016 WA tourism conference. <b>CDO creating updated Shire of Mt Marshall tourism brochure.</b>
Medium	E2.3 Support a coordinated approach for regional tourism promotion and management					CDO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Excellent		The CEO holds the tourism and economic development NEWROC portfolio. The Shire is actively involved in NEWTravel with Beacon and Bencubbin reps attending. The Shire is a member of the Central Wheatbelt Visitors Centre (Merredin).
Ongoing	E2.4 Facilitate the development of local tourism activities associated with the Shire's diverse natural, social and built heritage					CDO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Above average		The Shire sponsors and promotes the West Australian Off Road Racing Assoc event annually. The Shire sponsors the annual Mt Marshall and Districts Show. Shire maintains numerous walking trails and facilities at identified tourism locations including Billiburning, Datjoin Rock, Marshall Rock and Pergandes.
Ongoing	E2.5 Develop partnerships to actively support visitor growth					CDO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		The Shire is a member of NEWTravel and work with both the Beacon and Bencubbin CRC's. Beacon caravan park is under new management with the Beacon Co-op (Deb). CDO currently seeking to engage onsite caretakers for the Beacon and Bencubbin caravan park.
Strategy 7: Provide an effective and efficient transportation network																
Ongoing	E3.1 Plan for the provision and delivery of transport services and infrastructure in the Shire in close consultation with the State and Federal governments and the local community					CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Above average		The Shire is a member of the Wheatbelt North Regional Road Group and the Wheatbelt North East Sub Regional Road Group. The Shire is a recipient and supporter of Roads to Recovery funding. The Shire's road construction programme is closely aligned with Restricted Access Vehicle needs. Note recent RAV details from Main Roads. <b>The Shire is also co-operating in the Regional Freight Route plans</b>
Ongoing	E3.2 Maintain an efficient, safe and quality local road network					WS	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Above average		The Shire is well resourced for construction and maintenance of local roads with 3 maintenance graders in operation all year round. Elected Members carry out an annual road inspection. School bus routes receive priority maintenance.
Ongoing	E3.3 Advocate for improvement and provision of appropriate regional transport links, including rail, air and bus services					CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Above average		The Shire participated in Wheatbelt Freight Plan workshops. Mt Marshall is a member of the Rail Retention Alliance. Through NEWROC the Shire has supported trial bus services in the NEWROC area.
CATEGORY THREE: ENVIRONMENTAL																
Strategy 8: NATURAL ENVIRONMENT - Enhance the health and integrity of the natural environment																
Short	N1.1 Identify vulnerable environments or areas in need of protection					CEO	Unfunded	No budget		No Schedule		Insufficient resource		Poor		Await new SCP to determine budgeting requirements
Ongoing	N1.2 Perform sustainable resource use and land management practices					CEO	Capital Budget Item	On budget		On schedule		Sufficient resource		Above average		The Shire is participating in sustainable water harvesting projects. This will reduce reliance on scheme water for recreation grounds.



CORPORATE BUSINESS PLAN 2013 - 2017																	
Term		Action		2013/14	2014/15	2015/16	2016/17	Officer	Funding	Cost	Schedule		Resource		Project Standing		Comments
Medium	N1.3 Support protection of existing and remnant vegetation						CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Above average		Works Supervisor to attend Roadside Vegetation Management Conference. Identified areas of rare and endangered flora marked along road verges. Vegetation Clearing Permits obtained for road widening/re-alignment projects. The Shire participates in and provides support for the regional project, Connecting Biodiversity Across the Wheatbelt of WA.
Medium	N1.4 Encourage and support community awareness and participation in environmental projects						CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		Shire's CDO runs gravel pit rehabilitation/tree planting days with local schools. When there are projects available these are advertised in the local newspapers. There is no regularly scheduled information dispersal.
Ongoing	N1.5 Provide leadership for energy conservation projects and initiatives						CEO	Unfunded	No budget		No Schedule		Insufficient resource		Poor		Solar panels installed at the Shire office. Recent presentation to NEWROC indicated potential of future investment into solar generation. NEWROC are considering a solar farm project, <b>and have forged links with Clean Energy Suppliers for future projects.</b>
Medium	N1.6(a)Encourage the consideration of renewable energy generation technologies in the Shire						CEO	Unfunded	No budget		No Schedule		Insufficient resource		Poor		As above.
Ongoing	N1.6(b) Encourage property owners (residential and commercial) to install water recovery and recycling systems						CEO	Unfunded	No budget		No Schedule		Insufficient resource		Poor		Await new SCP to determine budgeting requirements. Shire has recently achieved WATERWISE status, <b>and is in the process of arranging the transfer of several WC tanks</b>
Ongoing	N1.7Encourage the use of recycled materials and create a zero waste culture amongst the community						CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		The Shire provides a fortnightly recycling service. Shire policy allows for recycled transportable housing.
STRATEGY 9: BUILT ENVIRONMENT - Build a sense of place through public infrastructure and facilities																	
Ongoing	B1.1 Align land use and infrastructure planning						CEO	Unfunded	No budget		On schedule		Sufficient resource		Average		Council in February dealt with 2 scheme reviews. Requests for re-zoning of areas of Beacon received, and to be dealt with in next financial year
Medium	B1.2 Provide commercial and industrial land aligned to economic need and growth						CEO	Unfunded	No budget		On schedule		Sufficient resource		Average		Good supply of commercial land in Bencubbin. Development of Beacon commercial lots in Kirby St is stalled. Perceived demand for large lots on eastern side of Beacon town site. Awaiting advice from Beacon Progress Association on suitability of vacant unallocated crown land.
Medium	B1.3 Develop and maintain sustainable assets and infrastructure						CEO	Recurrent Operating Budget Item	No budget for disposal and renewal of housing stocks		On schedule		Sufficient resource		Average		Dependant on Asset Management Plan and Strategic Financial Plan. Shire housing stocks needs reviewing. Review of staff housing needs also required. Asset Management Plan due to be dealt with in 1st quarter 2017/18.
Ongoing	B1.4 Protect significant heritage buildings and sites						RO	Unfunded	No budget		No Schedule		Insufficient resource		Poor		Existing Municipal Heritage Inventory provides no protection. Item for budget review for 17/18 year
CATEGORY FOUR: CIVIC LEADERSHIP																	
STRATEGY 10: Provide accountable and transparent leadership																	
Ongoing	C1.1 Enhance open and interactive communication between Council and the community						EA	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Above average		Social media is generally well received and provides real time feed back, both positive and negative. New website has been cited as a good example for other local governments. Agenda attachments now available online. The Shire publishes a regular newsletter and Shire documents are available in various mediums. Revised Social Media Policy adopted Oct 2016.
Medium	C1.2 Promote and support community members participation in the Shire's governance						CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Poor		Revised Community Consultation Policy adopted Oct 2016. SCP consultation undertaken over last couple of months. SCP was adopted <b>August 2017. Aquatic Feasibility consultation been undertaken.</b>
Ongoing	C1.3 Lobby other levels of government where State services may be threatened or withdrawn						CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		Left over from State Government's structural reform agenda.
STRATEGY 11: Improve the Shire's capability and capacity																	
Short	C2.1 Increase capacity through the application of the integrated strategic planning processes						CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		Development of new Strategic Community Plan underway. Quarterly reporting on Corporate Business Plan adopted by Council in Sept 2016. <b>New SCP was adopted August 2017</b>
Ongoing	C2.2 Promote a culture of continuous improvement processes						CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Poor		Review of Staff Skills and Training Needs to be undertaken to inform this item
Medium	C2.3 Facilitate resource sharing on a regional basis						CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Above average		Amongst others the Shire works with the following organisations: NEWROC NEWHealth NEWTravel CEACA Kununoppin Medical Practice Committee Great Eastern Country Zone of WALGA Regional Road Groups DFES WALGA LGIS Eastern Wheatbelt Biodiversity Group Wheatbelt Development Commission and Australia's Golden Outback

CORPORATE BUSINESS PLAN 2013 - 2017																
Term	Action	2013/14	2014/15	2015/16	2016/17	Officer	Funding	Cost	Schedule		Resource		Project Standing		Comments	
Ongoing	C3.1 Provide responsive high level customer service					FAM	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		Licensing services can be problematic from time to time. <b>New telecommunicationsproject (NEWROC) should assist this issue</b>
Short	C3.2 Enhance the capacity and effectiveness of administrative processes					FAM	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		Ongoing
Short	C3.3 Provide reporting processes in a transparent, accountable and timely manner					FAM	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		Ongoing
Ongoing	C3.4 Recruit, retain and develop suitably qualified, experienced and skilled staff					CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		A number of factors make recruiting and retaining difficult including location, schooling, reputation, quality of housing and industry shortages.
Ongoing	C3.5 Provide flexible and attractive work conditions in a supportive work environment					CEO	Recurrent Operating Budget Item	On budget		On schedule		Sufficient resource		Average		Rewards, recognition and performance review mechanisms lacking for a permanent CEO. Councillors <b>have undertaken</b> training relating to CEO performance

Sport and Recreation Master Plan April 2016																
Ref	Action	2015/16	2016/17	2017/18	Officer	Funding	Cost	Schedule		Resource	Project Standing		Comments			
THEME: COMMUNITY SPORTING HUBS																
STRATEGY 1: Continue to develop Bencubbin Recreation Complex as a district level community sports and recreation facility																
1.1	Refine plan/design for 'community hall extension' development at existing recreation complex.				CEO	Funded	On budget		On Schedule		Shire Site Architects		Above average		Completed	
1.2	Implement 'community hall extension' development				CEO	Funded	On budget		On Schedule		Shire Funding Bodies User Groups Community		Average		Tenders to Construct the Bencubbin Multipurpose Complex project are currently under negotiation - June 2017. <b>Tender for Consturction of the Bencubbin Multipurpose Complex awarded to Devyln. Construction to begin on the 18th of September 2017, expected completion in June 2018.</b>	
1.4	Explore opportunities to enhance community access to facilities to allow for unstructured use and individualised pursuits of fitness				CDO	Funded	On budget		On Schedule		Sufficient Resources		Average		Bencubbin Recreation Grounds are maintained throughout the year and accessible by the community. The Bencubbin Gym has been temporarily relocated to 87 Monger Street for the duration of the Bencubbin Multipurpose Complex extension project. Bencubbin Youth Precinct established in 2015/16 includes a skate park and basketball & netball goal which enables the community to play at their own leisure without having to book the complex.	
STRATEGY 2: Continue to maintain and enhance Beacon Recreation Complex as a district-level community sports and recreation facility																
2.3	Explore opportunities to enhance community access to facilities to allow for unstructured use and individualised pursuits of fitness				CDO	Funded	On budget		On Schedule		Sufficient Resources		Average		Beacon Recreation Grounds are maintained throughout the year and accessible by the community. The Beacon Gyms is accessible 24/7 by members, the court was resurfaced in 2015 and lines repainted in late 2016. The mobile skate park is now permanently located in Beacon. Lights installed over the Beacon Hockey Turf to enable players to practice into the evenings. Improvements made to the tennis courts to increase life expectancy of surface.	
THEME: AQUATIC FACILITIES																
STRATEGY 3: Identify best value options for the future sustainable and equitable provision of aquatic facilities for the Shire																
3.1	Commission an engineering report for the existing Mt Marshall Swimming Pool to clearly establish the best value option for the sustainable future of the facility, considering repair, comprehensive redevelopment and/or relocation.				CEO	Funded	On budget		On Schedule		Sufficient Resources		Above average		Douglas Partners have undertaken a geotechnical investigation of potential sites within the Shire, including the existing Pool location. ABV Consultants engaged to undertake a Needs Assessment & Feasibility Study on our aquatic facilities, community consultation <b>was held</b> in July 2017. <b>Draft reports expected to be presented mid-September.</b>	
3.2	Act on the recomendations of the engineering report to ensure a suitable and sustainable aquatic facility is developed for the Shire of Mt Marshall.				CEO/CDO	Subject to the outcome of the Engineering report and Feasibility Study	No budget		No Schedule		Sufficient Resources		Average		Douglas Partners report has been provided to ABV Consultants for consideration when undertaking the Needs Assessment & Feasibility Study.	
3.3	Consult with the community on plans for a new pool				CDO	Subject to the outcome of the Engineering report	No budget		No Schedule		Sufficient Resources		Average		ABV Consultants engaged to undertake a Needs Assessment & Feasibility Study on our aquatic facilities, community consultation held in July 2017.	
THEME: ACTIVITY SPECIFIC FACILITIES/PRECINCTS																
STRATEGY 4: Establish the Shire of Mt Marshall as a noisy and hard-to-locate sports/activities destination																
4.1	Upgrade and maintain Beacon Gun Club to a district level facility. Investigate and consider the following facility upgrades: - Installation of electronic targets - Installation of new skeet range - Upgrade and maintain clubhouse facility to functional standard				CDO	Not funded	No budget		No Schedule		Insufficient resource		Poor		The Beacon Gun Club were successful with their Club Support Fund application in 2015 to install a tank and running water at the facility. No action undertaken since this installation. Beacon Gun Club were notified of 2017 Club Support Fund but advised they would sit this round out and look at applying next year if it goes ahead.	

Sport and Recreation Master Plan April 2016															
Ref	Action	2015/16	2016/17	2017/18	Officer	Funding	Cost		Schedule		Resource		Project Standing		Comments
<b>STRATEGY 5: Investigate and develop the concept of Youth Precints in both Beacon and Bencubbin</b>															
5.1	Investigate the feasibility of upgrading existing 'skate park' sites to support additional youth features. Examples of potential facility developments include: - Shelter - water bubbler - half court basketball (publicly accessible) - play equipment designed for older children - solar powered lighting				CDO	Not funded	No budget		No Schedule		Sufficient Resources		Average		Youth Precint in Bencubbin established in 2015/16. New skatepark, basketball/netball goal and fence installed. No further plans for the area budgeted. Potential to investigate options to improve the youth precinct in Beacon, currently not envisaged as a priority against other projects due to limited resources.
5.2	Investigate the feasibility of purchasing an additional transportable youth feature (e.g transportable pump track)				CDO	Not funded	No budget		No Schedule		Insufficient resource		Poor		No action undertaken due to other projects taking priority.
<b>STRATEGY 6: Investigate and develop the concept of a Golf Precinct in Bencubbin</b>															
6.1	Investigate the feasibilty of maintaining a portion (possibly 1/2) of the disused bowling green as a putting surface and driving range space (2 driving nets)				CDO	Not funded	No budget		No Schedule		Insufficient resource		Poor		Disused bowling green is owned by the Bencubbin Sports Club. Would require discussions with the Sports Club & Golf Club. No action undertaken due to other projects taking priority.
<b>THEME: TRAIL DEVELOPMENT</b>															
<b>STRATEGY 8: Support and enhance the provision of shared use trails and trail based experiences throughout the Shire of Mt Marshall</b>															
8.1	Enhance promotion of existing trail offerings: - Increase roadside marketing/signage of trails - Provide additional online information (trail maps)				CDO	Funded	On budget		On Schedule		Sufficient Resources		Average		\$2000 budgeted for Tourism and recreation signage to increase marketing and signage. CDO to look into creating a digital copy of local trail maps to go online and be used in print materials. <b>Bencubbin Heritage Trail inspected and maintained quarterly for walkers/runners.</b>
8.2	Explore enhancement opportunities for existing trails: - Investigate provision of improved wayfinding signage - Investigate enhanced provision of seating/ rest points - Investigate upgrading trails to support multiple uses - Explore opportunityies for development of additional loop trails that offer variety (distance/route) from original trail				CDO	Not funded	No budget		No Schedule		Insufficient resource		Poor		Department of Sport & Recreation offer Trails development funding annually, potential to use to enhance existing trails. No action undertaken due to insufficient resources.



REF JPM/PTAWA/ L6588

Wednesday, 17 May 2017

Mr John Nuttall (CEO)  
Shire of Mt Marshall  
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BENCUBBIN WA 6472

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Dear John

Re **PTAWA L6588 Beacon Barracks – Early Termination - Proposed Demolition**

*As per clause 14 of the additional terms in Licence to Occupy L6588 Beacon PTA (as Licensor) hereby gives Shire of Mt Marshall (as Licensee) a formal **TERMINATION NOTICE** confirming that Vacant Possession of the Barracks Site is required by **no later than 30<sup>th</sup> June 2018** as the PTA proposes to demolish the barracks*

*However, should the Shire of Mt Marshall wish to seek care, control and management responsibility for the land and improvements then that Body may apply directly to the Department of Lands with this request (not to PTA).*

*Should the Shire of Mt Marshall be interested in applying for management of the land (through D o L) the PTA would be prepared to organise a draft survey/plan of subdivision and creation of titles.*

*The leased area is not within rail corridor but does not have direct road access, so excision of this land from the Rail Reserve may not be possible.*

*However, the PTA first requires the Shire of Mt Marshall to approach Department of Lands for the transfer of the control, at which time PTA will investigate the possibility of the land being excised out of the railway reserve and subsequently then seek PTA's approval for transfer.*

*Prior approval for the disposal will not be obtained by PTA.*

Please do not hesitate to contact this office should you have any queries

Yours faithfully,



Jim Mullins  
Senior Property Manager  
PTAWA

E-MAIL [jmullins@burgessrawson.com.au](mailto:jmullins@burgessrawson.com.au)

cc Shire of Mt Marshall Jack Walker

Sub No.	Summary of Submission	Retain Beacon Barracks?
1	If Barracks were demolished, the only other accommodation option would be cabins in the caravan park. More cabins would be necessary. Businesses and farmers won't pay the price of new cabins.	Yes, low cost accommodation purposes and historic location.
2	Barracks fulfil needs of cheap accommodation but site is noisy and asbestos an issue. Suggests new facility at Caravan Park. Would be good to keep some of the weatherboard huts for their historic value.	No, new facility would be better at Caravan Park.
3	Need a cheap accommodation option. No opinion about Barracks remaining or not. Accommodation in general and housing a priority in Beacon. Suggests Shire funds an accommodation village including 2 bedroom units for short to mid-term hire.	Accommodation in general a concern.
4	Future of Barracks should be decided on cost alone. Low cost accommodation is needed by farm workers, shearers and travellers – either in the retained Barracks or new facility. More accommodation is needed for short to mid-term occupancy.	Accommodation in general a concern.
5	Barracks have been valuable but facility should now be made redundant. Doesn't agree with Shire providing cheap accommodation for farm workers – local government, not a housing authority. This is an employer's responsibility. Suggest similar accommodation facility as Bencubbin workers camp but charged appropriately, not at budget rates. Would be good to keep some of the Barracks for their historic value and relocate. No to investing in housing, other than Shire employee housing.	No, new facility would be better at Caravan Park.
6	Budget accommodation needed but fate of Barracks should come down to cost. Suggest more short term accommodation at Caravan Park. Existing cabins don't cater for seasonal farm workers, shearers etc and donga accommodation an option. All accommodation best located at the Caravan Park with some kind of buffer between tourists and contractors/business travellers.	Accommodation in general a concern.
7	Has employment history with railways. Would like to see the Barracks retained or relocated and maintained for historic value.	Yes, historic value.
8	Affordable accommodation allows for seasonal workers, tradies etc to stay in town. New facility may be best after financial options are explored. Barrack type accommodation valued in Beacon.	Budget accommodation a priority.
9	Believes the retention of the Barracks is warranted given the historical value and the budget accommodation it provides seasonal workers.	Yes, low cost accommodation and historical value.

# Untitled Map

Write a description for your map.

## Legend

 Beacon



Google Earth

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Image © 2017 DigitalGlobe

<b>CHIEF EXECUTIVE OFFICER - JOHN NUTTALL</b>				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
<b>2017/08-7 Aug 2017</b>	<b>That the item be deferred until the September ordinary meeting of Council with a direction that a Councillor workshop on the items be held prior to that meeting.</b>	<b>Ongoing</b>	<b>Item going to September meeting.</b>	
<b>2017/08-6 Aug 2017</b>	<b>That Council adopt the amended Shire of Mt Marshall Strategic Community Plan 2017/18 – 2026/27.</b>	<b>Complete</b>		
2017/07-4 July 2017	That Council, pursuant to section 58 Land Administration Act 1997 and clause 9 Land Administration Regulations 1998, endorse the closure of the section of Bencubbin-Kellerberrin Road as outlined in the sketch, and direct the Chief Executive Officer to request the Minister for Lands to take the necessary steps to permanently close that section of road.	Ongoing	A request has been sent to the Minister and awaiting their response.	February 2018
2017/07-3 July 2017	<p>That:</p> <ol style="list-style-type: none"> <li>1. Pursuant to Section 75 of the Planning and Development Act 2005, and following no submissions after advertisement, the Shire of Mt Marshall Planning Scheme No. 3 be amended by: <ol style="list-style-type: none"> <li>a) Modifying Table 1 – Zoning Table, to permit ‘Group Housing’ in a rural zone as a ‘D’ use; and</li> <li>b) Inserting provisions to outline conditions under which group housing may be approved in a rural zone.</li> </ol> </li> <li>2. required documentation be submitted to the WA Planning Commission for final approval.</li> </ol>	Ongoing	Submitted documentation to the WA Planning Commission and await notification of completion	October 2017



CHIEF EXECUTIVE OFFICER - JOHN NUTTALL				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2017/06-9 June 2017	<ol style="list-style-type: none"> <li>1. That Council direct the Chief Executive Officer to research options for workers accommodation in Beacon and present a report containing this information to Council as soon as possible for a decision to be made regarding the future workers accommodation in Beacon.</li> <li>2. That local community are consulted on their opinions prior to the report being finalised</li> </ol>	Ongoing	<p>Community submissions period currently open.</p> <p>Numerous submissions received and an item will go to the September meeting.</p> <p><b>Item going to September meeting.</b></p>	

CHIEF EXECUTIVE OFFICER - JOHN NUTTALL				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2017/06-5 June 2017	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. subject to Section 6.8 (1) (b), increase the budget for the Bencubbin Recreation Complex Redevelopment capital expenditure account (8548) by \$75,000, to make a total of \$2,675,000. (Absolute Majority)</li> <li>2. subject to Section 6.8 (1) (b), increase the income for the Bencubbin Recreation Complex Redevelopment by \$75,000, with that income being provided by the BCRC. That income is to be held in reserve as contingency monies and be used only for unforeseen and necessary works arising during the course of the building project. (Absolute Majority)</li> <li>3. agree that the amount of contingency required for the project be \$99,258.</li> <li>4. agree that any unused contingency money, up to the value of \$75,000, be returned to the BCRC at the end of the building project.</li> <li>5. agree that should savings to the verbal quote be achieved during final negotiations with Devlyn, the BCRC contingency payment be reduced accordingly to achieve the contingency amount of \$99,258.</li> </ol>	Ongoing	<p>Written quote received. Engineering drawings being prepared.</p> <p>Contract currently being prepared. Awaiting for notification of start date.</p> <p><b>Builders on site from 18 September. Works are due to be completed mid-June 2018.</b></p>	May 2018

CHIEF EXECUTIVE OFFICER - JOHN NUTTALL				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2017/04-10 April 2017	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Subject to funding being provided by Water Corporation for essential works as indicated in attachment 12.1.15a accept the offer from Water Corporation of the transfer of ownership from the Water Corporation to the Shire of Mt Marshall of the following AA Dams: <ul style="list-style-type: none"> <li>• Warkutting Tank</li> <li>• Gabbining Tank</li> <li>• Marindo Rocks</li> <li>• Beebeegnying Tank</li> <li>• Sand Soak Dam</li> </ul> </li> <li>2. Decline the offer from Water Corporation of the transfer of ownership from the Water Corporation to the Shire of Mt Marshall of the following AA Dams: <ul style="list-style-type: none"> <li>• Wiacubbing Dam</li> <li>• Gabbin Dam</li> <li>• Snake Soak Dam</li> </ul> </li> <li>3. Direct the Chief Executive Officer to communicate the above resolution to the Water Corporation, and make the necessary arrangements for the transfer of the assets into the control of the Shire of Mt Marshall</li> </ol>	Ongoing	<p>Correspondence sent to Water Corporation advising them of the resolution, and asking to enter discussions regarding funding.</p> <p>Water Corp have agreed to pay \$5,000 per tank. Transfer of assets is underway.</p>	October 2017

CHIEF EXECUTIVE OFFICER - JOHN NUTTALL				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2017/022 February 2017	<p>That:</p> <ol style="list-style-type: none"> <li>1. Council Acknowledge an historic equity imbalance in the provision of facilities between the towns of Beacon and Bencubbin;</li> <li>2. A desktop review be undertaken on proposed infrastructure upgrades for Beacon and that a further report be made to Council with a view to implementing a 5 year development program for the town;</li> <li>3. That the Shire's Community Development Officer investigate and report on other local government models for the development and support of volunteers in both communities; and</li> <li>4. That any agreed infrastructure development program and volunteer support program be incorporated into the Shire's Community Strategic Plan</li> </ol>	Ongoing	<p>This will be a 'work in progress' for some time. Initial conversations have taken place with CDO. This will link to the SCP which will be adopted by the end of the financial year.</p> <p>The Strategic Community Plan is being presented to the August meeting, which is the starting point of the review.</p>	
2017/019 February 2017	That the Shire of Mt Marshall seek the freehold title of Reserves 22783 (43 Brown St, Bencubbin) and Reserve 23238 (16 Rowlands St, Beacon) to enable the freehold disposal of the land to the Central East Aged Care Alliance Inc for the purpose of "Aged Persons Accommodation".	Ongoing	<p>This matter is progressing, firstly through Housing Authority and then to Dept. of Lands</p> <p>Housing Authority has responded and the matter now sits with the Dept. Of Lands.</p>	October 2017

CHIEF EXECUTIVE OFFICER - JOHN NUTTALL				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2017/016 February 2017	<p>That Council:-</p> <ol style="list-style-type: none"> <li>1. pursuant to Section 75 of the Planning and Development Act 2005, amend Shire of Mt Marshall Planning Scheme No.3 by: <i>(Please see Minutes for details)</i></li> <li>2. resolves, pursuant to the Regulation 35(2) of the Planning and Development (Local Planning Schemes) Regulations 2015 (the Regulations), that Amendment 2 is a basic amendment in accordance with r.34(c) of the Regulations as it proposes to amend the Scheme text to delete provisions that have been superseded by the deemed provisions in Schedule 2 of the Regulations;</li> <li>3. authorise Shire officers to prepare the scheme amendment documentation;</li> <li>4. authorise the affixing of the common seal to and endorse the signing of the amendment documentation;</li> <li>5. pursuant to Section 81 of the Planning and Development Act 2005, refers Amendment 2 to the Environmental Protection Authority; and</li> <li>6. pursuant to r.58 of the Regulations, provides Amendment 2 to the Western Australian Planning Commission.</li> </ol>	Ongoing	<p>Required documents have been prepared and sent to the EPA. When they are returned they will be sent to Dept. of Planning as required. Advertising will be arranged.</p> <p>Both the EPA and WPC have responded and the matter is ongoing.</p> <p>Finalised documentation has been sent to the WA Planning Commission.</p> <p>Awaiting approval from the WA Planning Commission.</p>	October 2017

CHIEF EXECUTIVE OFFICER - JOHN NUTTALL				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2016/120 Aug 2016	3. The Shire of Mt Marshall enter into a legal agreement with the Bencubbin Community Recreation Council for the repayment of the self-supporting loan of \$250,000.	Underway	Draft agreement received from McLeods. Needs amending to suit local circumstances pending award of construction contract. Draft annotated and served on BCRC for comment. Following up the draft agreement with the BCRC.	October 2017

ENVIRONMENTAL HEALTH OFFICER – PETER TOBOSS				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2016/104 July 2016	That Council endorse, in accordance with section 3.12 of <i>Local Government Act 1995</i> , the giving of 42 days state wide public notice of intention to make the <i>Shire of Mt Marshall Health Amendment Local Law 2016</i> .	Stalled	Needs serious reworking  Await new EHO commencing to deal with this issue	July 2017

# ENVIRONMENTAL HEALTH OFFICER - PETER TOBOSS

REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2011/197 December 2011	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Proceed with legal action for failing to comply with the Notice served under the Health Act 1911 Part V Dwellings Division 1 Houses unfit for occupation Sec. 139 served to Mrs GM Trainor by registered post on the 14/10/2009.</li> <li>2. That the dwelling located on Lot 10 Hammond Street Gabbin being of brick veneer, suspended timber floors and timber framed roof with clay tiles be declared condemned and that the dwelling is to be demolished and that a notice to that effect be issued with immediate effect and that the Land is to be cleaned up after removal of the dwelling pursuant to Health Act 1911 Part V Dwellings Division 1 Houses unfit for occupation Sec. 138 and that the demolition be completed within 82 days.</li> <li>3. After 82 days from the serving of the demolition notice that the principal Environmental Health Officer/Building Surveyor inspect Lot 10 Hammond Street Gabbin to determine compliance with the demolition notice.</li> </ol>	To be reviewed	<p>Scoping document for McLeods to be written and submitted for legal opinion/advice to proceed or not.</p> <p>Letter received from Trainors builder asking for info about what required for a building permit. Inspection of dwelling imminent.</p> <p>Building license issued for renovations, Works progressing.</p> <p>At completion of 2 years from date issue of license will investigate if suitable progress has been made BL issued 30/3/2012 and will expire on the 30/3/2014</p> <p>Will investigate works undertaken at expiry of BL and review.</p> <p>Oct 2014 - Inspection done, unable to track down builder for a report of works completed. Letter sent to owners of house requesting update of progress and intent for house. Continued over page</p>	<p>Be reviewed early April (expiry of BL) Onsite inspection planned 17 June 2014 to determine extent of works, letter to be written to Builder &amp; owners to say this will occur.</p>



ENVIRONMENTAL HEALTH OFFICER – PETER TOBOSS				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2011/197 December 2011 (continued)		Ongoing	House inspected on 10/8/2016 – House is in need of repairs. Owner has advised that the Shire withdrew its order to demolish after an appeal was lodged with the State Administrative Tribunal. The owner will be undertaking repairs in the next few weeks.  Await new EHO commencing to deal with this issue	

ENVIRONMENTAL HEALTH OFFICER – PETER TOBOSS				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2009/081 April 2009	That the dwelling located on Lot 94, Lindsay St, Beacon being of weather board walls over wooden stud frames, suspended timber floors and timber framed iron clad roof be declared unfit for human habitation from immediate effect of date of notification and also the Council place a work order on the said dwelling to bring the dwelling up to a standard deemed by the Environmental Health Officer/Building Surveyor to be compliant with the Health Act 1911, Shire of Mt Marshall Health Local Laws 2007 and Local Government (Miscellaneous Provisions) 1960 and that a period of time being 90 days of notification of dwelling unfit for habitation to be allowed to do such works and in the event of works not commenced to bring the dwelling to the said standard that a demolition order be placed on the said dwelling.	Ongoing	<p>Works inspected by EHO/BS and are acceptable. House Unfit for habitation to stay in effect until rear plumbing is confirmed done. Discussions with Ruth DeJong said they were keen to fix plumbing so they could get workers into the house BUT were out on jobs Statewide. Works ongoing when workhands available.</p> <p>House inspected on 10/08/2016. The house remains unfit for habitation by the owner's workers. The owner has been informed that the house needs to be made good before the order can be lifted and used for habitation.</p> <p>Await new EHO commencing to deal with this issue</p>	Ongoing.

FINANCE & ADMINISTRATION MANAGER – TANIKA MCLENNAN				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
<b>2017/08-12 Aug 2017</b>	<b>2017/18 Annual Budget</b>	<b>Complete</b>		
2016/172 November 2016	<p>That:</p> <ol style="list-style-type: none"> <li>1) In accordance with section 6.71 of the Local Government Act 1995, ownership of Lots 45 and 46 Rowlands Street, Beacon (A6870 and A6871) be transferred to the Shire of Mt Marshall;</li> <li>2) In accordance with section 6.8 of the Local Government Act 1995, expenditure of \$1,300.02 be approved to settle outstanding water rates on Lots 45 and 46 Rowlands Street, Beacon; and</li> <li>3) In accordance with section 6.12 of the Local Government Act 1995, the following rates be written off: <ul style="list-style-type: none"> <li>A6870 \$7,867.50</li> <li>A6871 \$7,867.50</li> </ul> </li> </ol>		<p>Transfer lodged, awaiting notification of completion.</p> <p>Document rejected for want of the Common Seal. Awaiting its return to affix Common Seal.</p> <p>Document resubmitted, awaiting confirmation of transfer</p> <p>Landgate advised that documents were still progressing through their legal team and could not give an estimated completion time.</p>	<p>Complete</p> <p>Complete</p> <p>September 2017</p>

REGULATORY OFFICER – JACK WALKER				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2017/05-18 May 2017	That: 1. Council resolve not to proceed with the Extractive Industries Local Law.  2. The Chief Executive Officer be directed to draw up and present to Council an Extractive Industries Local Planning Policy.	Completed		
		Current	Staff are in the process of drafting a policy	August 2017
2016/178 November 2016	That: 1. an application be submitted to Main Roads WA to have Medlin Street, Calderwood Drive, Lindsay Street, Shemeld Street and Hamilton Street Beacon added to the RAV Network 4 and RAV Network 7; and  2. an application be submitted to Main Roads WA seeking permission to install Give Way signs at the East end of Calderwood Drive, Beacon and the West end of the Beacon Grain Bin Road.	Ongoing	Following a comment made at the recent GEWZ meeting that all heavy vehicle amendments had been finalised a follow up request was submitted to HVS as to the progress with the following streets in Beacon. It would appear that our request has not been processed.	August 2017  July 2017
		Ongoing	Application to be submitted.	

REGULATORY OFFICER – JACK WALKER				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2016/155 Oct 2016 Continued	h) Consent is given to the Department of Fire and Emergency Services to issue identity cards to Mt Marshall Fire Brigade members.	Ongoing	DFES require all volunteers to submit a photo, waiting for harvest and holidays to be completed before following up	October 2017
2016/110 July 2016	<p>That Council endorse the recommendation of the Wheatbelt North East Sub Regional Road Group in relation to the Wheatbelt Freight Plan as follows:</p> <p>That:</p> <p>a) The following “Collector” Routes within the WNE SRRG road network:</p> <ol style="list-style-type: none"> <li>1 Wyalkatchem to Southern Cross Route</li> <li>2 Cunderdin to Wyalkatchem Route</li> <li>3 Wongan Hills to Koorda Route</li> <li>4 Hines Hill to Burakin Route</li> <li>5 Kulja to Dalwallinu Route</li> <li>6 Kellerberrin to Beacon Route</li> <li>7 Warralakin to Burracoppin Route</li> <li>8 Bruce Rock to Moorine Rock Route</li> </ol> <p>be endorsed as our Wheatbelt Freight Plan routes.</p> <p>b) All of the 2030 roads within these eight (8) WFP “collector” routes be allocated a single RAV access level of Network 7.</p> <p>c) All of the 2030 roads within these eight (8) WFP “collector” routes be allocated an AMMS level of 2, except for the Mukinbudin / Wialki Rd within the Shire of Mukinbudin from SLK 0.0 – 25.00 (Mukinbudin – Bonnie Rock Rd intersection), which is to be kept at its current level 3.</p>	Ongoing	Awaiting confirmation that the Wheatbelt Freight Plan has been adopted.	October 2017

ENGINEERING ADMINISTRATION OFFICER – JACK WALKER				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
2008/083 April 2008	<p>That the Shire of Mt Marshall Local Law Relating to Dogs be amended as follows:</p> <p>15    2)    Remove (e) Beacon Recreation Reserve No 36172</p> <p>15    (2)    Remove (f) Bencubbin Recreation Reserve No 21535</p> <p>15    (2)    Amend (g) to be denoted (e)</p> <p>Insert 15 (3) Fouling of Streets and Public Places</p> <p>Any person liable for the control of a dog as defined in Section 3(1) of the Act, who permits the dog to excrete on any street or public place or on any land within the District without the consent of the occupier commits an offence unless the excreta is removed forthwith and disposed of either on private land with the consent of the occupier or in such other manner as the local government may approve.</p> <p>16    (2)    Remove (a) All freehold land owned by the Shire of Mt Marshall.</p> <p>16    (2)    Remove (b) All reserves owned by the Shire of Mt Marshall or under the care control and management of the Shire.</p> <p>Insert 16 (2) (a) Beacon Recreation Reserve No 36172 (outside the fenced oval area) providing there are no organised activities upon this reserve.</p> <p>Insert 16 (2) (b) Bencubbin Recreation Reserve No 29824.</p>	Ongoing	Proposed changes to be advertised.	September 2009

<b>EXECUTIVE ASSISTANT – NADINE RICHMOND</b>				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
<b>2017/08-6 Aug 2017</b>	<b>That Council adopt the amended Shire of Mt Marshall Strategic Community Plan 2017/18 – 2026/27.</b>	<b>Complete</b>	<b>Advertised as available in various formats</b>	
<b>2017/08-5 Aug 2017</b>	<b>That Council adopt the amended draft policy – CS.3.2 Economic Development Grants Fund.</b>	<b>Complete</b>	<b>Policy Manual updated</b>	
<b>2017/08-4 Aug 2017</b>	<b>That Council adopt the attached draft policy – F&amp;R.2.7 Related Party Disclosures.</b>	<b>Complete</b>	<b>Policy Manual updated</b>	
2016/122 Aug 2016	That Council authorise the President and Acting CEO to apply the Shire of Mt Marshall common seal in accordance with the Local Government Act 1995, Section 9:49A (3) to the Shire of Mt Marshall Health Amendment Local Law 2016.			

<b>COMMUNITY DEVELOPMENT OFFICER – SALLY MORGAN</b>				
REF	DECISION	STATUS	COMMENT	ESTIMATED COMPLETION
<b>2017/08-13 Aug 2017</b>	<b>That the request to waive the membership fees to the Bencubbin Gym for members of the Bencubbin Police Station be declined.</b>	<b>Complete</b>	<b>CDO advised Bencubbin Police of outcome.</b>	<b>August 17</b>
2017/022 February 2017	That: <ol style="list-style-type: none"> <li>1. Council Acknowledge an historic equity imbalance in the provision of facilities between the towns of Beacon and Bencubbin;</li> <li>2. A desktop review be undertaken on proposed infrastructure upgrades for Beacon and that a further report be made to Council with a view to implementing a 5 year development program for the town;</li> <li>3. That the Shire's Community Development Officer investigate and report on other local government models for the development and support of volunteers in both communities; and</li> <li>4. That any agreed infrastructure development program and volunteer support program be incorporated into the Shire's Community Strategic Plan</li> </ol>	Ongoing	CDO liaising with Volunteers WA Wheatbelt Hub to source information that will assist with the development of the report.	
2016/190 December 2016	That: <ol style="list-style-type: none"> <li>1. the Shire of Mt Marshall engage a consultant to undertake a Needs Assessment &amp; Feasibility Study for a new Mt Marshall Aquatic Centre based on the methodology and deliverables outlined in the Needs Assessment &amp; Feasibility Study Criteria; and</li> <li>2. for the purposes of the study, the site for any new aquatic facility be confined to the Beacon Recreation Complex site, the Bencubbin Recreation Complex site and the current aquatic centre site.</li> </ol>	Current	CDO acquired quotes from consultants to undertake this work. Darren Monument from ABV Leisure Consultants to undertake the project. ABV currently reviewing Shires strategic documents and pool history.  Survey and public consultation complete. Draft report expected in September for review.	





North Eastern Wheatbelt Regional Organisation of Councils

Koorda | Mt Marshall | Mukinbudin | Nungarin | Trayning | Wyalkatchem

# Council Meeting

Tuesday 22 August 2017

Meeting held at the Shire of Mt Marshall, Council Chambers  
80 Monger Street,  
BENCUBBIN

## MINUTES

### **NEWROC Vision Statement**

*NEWROC is a strong, cohesive regional leadership group that fosters economic prosperity of member Councils.*

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## ANNUAL CALENDAR OF ACTIVITIES

MONTH	ACTIVITY	MEETING
January		Executive
February	<ul style="list-style-type: none"> <li>Council refreshes itself on NEWROC Vision, Mission, Values (review Vision and Mission every other year)</li> <li>Council reviews NEWROC project priorities</li> </ul>	Council
March	<ul style="list-style-type: none"> <li>WDC attendance to respond to NEWROC project priorities</li> <li>Submit priority projects to WDC, Regional Development and WA Planning</li> </ul>	Executive
April	<ul style="list-style-type: none"> <li>NEWROC Budget Preparation</li> <li>Review NEWTRAVEL Tourism Officer Contract - expires June 2017</li> </ul>	Council
May	<ul style="list-style-type: none"> <li>NEWROC Draft Budget Presented</li> <li>NEWROC Executive Officer Contract/Hourly Rate Review (current contract expires June 2019)</li> <li>Local Government Week Agenda, NEWROC Dinner and EO attendance discussion</li> </ul>	Executive
June	<ul style="list-style-type: none"> <li>NEWROC Budget Adopted</li> </ul>	Council
July		Executive
August	<ul style="list-style-type: none"> <li>Information for Councillors pre-election</li> </ul>	Council
September		Executive
October		Council
November	<ul style="list-style-type: none"> <li>NEWROC Induction of new Council representatives (every other year)</li> <li>NEWROC CEO and President Handover</li> <li>Review NEWROC MoU (every other year)</li> </ul>	Executive
December	<ul style="list-style-type: none"> <li>NEWROC Annual Dinner</li> </ul>	Council

### **ONGOING ACTIVITIES**

Compliance

Media Releases

### **NEWROC CEO Rotation**

Shire of Mt Marshall

**Shire of Nungarin** (2015-2017)

Shire of Wyalkatchem

Shire of Koorda

Shire of Mukinbudin

Shire of Trayning

## NEWROC PROJECTS - Activity Running Sheet

ACTIVITY	Progress as at June 2017
1. NEWROC Incubator Business Project	Business Case developed – to be reviewed (June 2017)
2. Land development mapping exercise	
3. Regional Road Construction Group	Ongoing discussions
4. Align waste contracts amongst members Regional Waste Site	Avon Waste presentations
5. Gap analysis of local government services amongst	
6. Youth Officer / Youth programs	Development of Youth Strategy – funding being explored
7. LG Skills Audit	
8. Universally designed accommodation Additional need for quality accommodation	NEWROC Accommodation Study completed CEACA Project underway
9. Art in the Wheatbelt (art on silo's and adding value to Wheatbelt Way)	Concept supported in Aug 2015, needs further progression with Wheatbelt Way
10. NRM	NRM Strategy reviewed in 2015 and aligned to Wheatbelt Blueprint
11. Childcare Services – mobile and permanent	Investigation 2016, childcare survey and Better Beginnings presentation Shire of Wyalkatchem and Koorda possibly working together (March 2017)
12. Telecommunications	Telecommunications Business Case completed 2016 SWW Project, BBRF Application Feb 2017 Meeting with RuralNet 12/7/2017
13. Health	NEWROC Health Strategy due for completion June 2017 Steering Committee meeting in July to progress the strategy Budget allocation of strategic NEWROC Health projects in individual member budgets as of July 1 2018 Steering Committee 17/7/2017
14. LEMC Regional Activities / Risk Management	
15. Compliance IPR, Reg 17 Subsidiary / Governance	Compliance officer discussed 2016 Members took up the LGIS Reg 17 service Dept LG presentation Feb 2017 NEWROC EO and WALGA (T Brown) discussion regarding process June 2017 and presentation at Council meeting
16. Records Management and Disposal	Avon Paper Shred contacted and information to be presented at April 2017 Council meeting Shire of Mt Marshall is the only Shire ready for collection – completed Presentation by IT Vision at Exec 25/7/2017
17. Plant equipment	CEO's providing feedback to Ian McCabe (March 2017)
18. Joint procurement	Responses still to be received (March 2017)
19. IT equipment	Responses still to be received
20. NEWROC Economic Development Officer Proposal	JDF drafted and presented at the May 2017 Executive Meeting Shire of Mt Marshall pursuing this on an individual basis at this stage Hon Darren West invited to a future NEWROC meeting to discuss Development Commission resourcing and economic development role
21. NEWROC Aged Friendly Community Plan review	Aged Friendly Community Plan will be reviewed at the July 2017 Executive Meeting
22. Kununoppin Bonded Medical Scholarship	Reviewed
23. NEWROC Building Services	
24. Group insurance	To be discussed in 2018
25. NEWTravel	Contract and JDF reviewed 2015, 2016 Multiplier effect of tourism to be instigated Presentation at June Council meeting
26. NEWROC Website	Complete and live Passwords re-sent 4/7/2017

## NORTH EASTERN WHEATBELT REGIONAL ORGANISATION OF COUNCILS

Ordinary Meeting of Council held at the Shire of Mt Marshall, 80 Monger Street, Bencubbin, on Tuesday 22 August 2017 commencing at 2:00pm.

### MINUTES

#### 1. OPENING AND ANNOUNCEMENTS

The Chair, Cr O'Connell declared the meeting open at 2:05pm and welcomed everyone to the meeting.

#### 2. RECORD OF ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE

##### 2.1. Attendance

###### Elected Members

Cr Eileen O'Connell	Delegate	NEWROC Chair, Shire of Nungarin
Cr Beverley Palmer		Councillor, Shire of Nungarin
Cr Ricky Storer	Delegate	President, Shire of Koorda
Cr Gary Shadbolt	Delegate	President, Shire of Mukinbudin
Cr Rachel Kirby	Delegate	President, Shire of Mt Marshall
Cr Stuart Faulkner		Deputy President, Shire of Mt Marshall
Cr Freda Tarr	Delegate	President, Shire of Trayning
Cr Quentin Davies	Delegate	President, Shire of Wyalkatchem

###### Chief Executive Officers

David Burton	Director Community Development and Regulatory Services, Shire of Koorda
John Nuttall	Director Economic Development and Tourism, Shire of Mt Marshall
Dirk Sellenger	Director, Transport and Infrastructure, Shire of Mukinbudin
Bill Fensome	Director Corporate Services, Shire of Nungarin
Graham Merrick	Director Environment, Shire of Trayning
Ian McCabe	Director Emergency Management and Health, Shire of Wyalkatchem

###### Officers

Caroline Robinson	NEWROC Executive Officer
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###### Guests

Jenifer Collins	Department of Local Government, Sport and Cultural Industries - Sport and Recreation
Mitch Hardy	Manager Regional Services Department of Local Government, Sport and Cultural Industries - Sport and Recreation
Anne Banks-McAllister	WALGA
Tim Lane	WALGA

##### 2.2. Apologies

Nil

### 2.3. Declaration of Interest

Nil

### 2.4. Delegations Register – August 2017

Please find below a delegations register as per the new policy adopted in March 2017:

Description of Delegations	Delegatee	Delegated to	Approval
Records Management	CEO	NEWROC EO	Council
NEWROC Financial Management	CEO	NEWROC EO	Council 2016
Bendigo Bank Signatory (NEWROC)	CEO	NEWROC EO	Council 2016
Bendigo Bank Signatory (Shire of Nungarin)	Council	CEO	Council 2016
Management of NEWTravel EO	CEO	NEWROC EO	Council
NEWROC Website	CEO	NEWROC EO	Council June 2017

### 3. Presentations

#### 3.1. Mitch Hardy, Manager of Regional Services and Jenifer Collins, Department of Local Government, Sport and Cultural Industries - Sport and Recreation

- 👉 Sport and Recreation – want to maintain strong regional partnership and leveraging this footprint. We would like to take the lead in regional planning
- 👉 Strategic Direction 6 is the most current and relevant plan
- 👉 Currently reviewing KidsSport in light of the fiscal challenges of the State Government – how the program can be improved, the original concept and how it is rolled out, distribution of funding and the role of local government
- 👉 New advocacy program - TrueSport: championing the value of sport and recreation in communities and the people who participate as volunteers
- 👉 Downturn in funding from TAB and Lotterywest and trying to do more with less, looking at the impact on our regional funding
- 👉 The Wheatbelt team is still available to support all your sport and recreation needs, whether that be financial or non-financial
- 👉 2016/17 investment into the Wheatbelt from grants and subsidies by the Department was over \$4.4m (CSRFF, Club Development Officer, KidsSport)
- 👉 If there are any local events being held, the Department might be able to support and value add to them (Dry Seasons) e.g. Koorda 100 years, athletes adding value to presentations / events, mental health. Department has relationships with other Departments e.g. Culture and Arts and Jen can be the point of liaison between multiple agencies
- 👉 Suggestion: tour of the new sports stadium, old sports carnival day (not limiting participation)
- 👉 Support for the NEWROC Health Plan: evidence based evaluation is occurring with ActiveSmart (end of September) at the moment and this information can be supplied to the NEWROC as to ideas for active, healthy communities
- 👉 Future of the Swimming Pool grants are dependent on the State Budget announcement in September (previously the Wheatbelt received \$1.1m out of the total \$3m allocated to the grant program). Communication will be direct to each of the local governments that the announcement effects
- 👉 Priorities in a rough order for the Department: playing surfaces, change rooms, lighting, social space (shared use is also highly valued) – but everything is still on the table, start early conversations and consultation, it is a highly competitive process

**ACTION:**

**Executive Officer to collate a list of local events and supply to the Department.**

**4. Minutes of Meetings**

**4.1. Minutes of Ordinary Meetings**

**4.1.1. Minutes of Ordinary Meeting of NEWROC Council – 27 June 2017**

Minutes of the meeting held 27 June 2017 have previously been circulated.

**RESOLUTION:**

**That the Minutes of the NEWROC Meeting of Council held on 27 June 2017 be confirmed as a true and correct record of proceedings with the following amendments: pg 7 it should read 47% increase in Beacon (not Bencubbin) and pg 20 the motion was carried 6/0 (currently unrecorded)**

**Moved Cr Davies**

**Seconded Cr Kirby**

**Carried 6/0**

**4.1.2. Business Arising from NEWROC Council meeting**

**4.2. Minutes of Executive Committee Meetings**

**4.2.1. NEWROC Executive Committee Meeting – 25 July 2017**

Minutes of the NEWROC Executive Committee Meeting held on 25 July 2017 have been circulated.

**RESOLUTION:**

**That the Minutes of the NEWROC Executive Committee Meeting held on 25 July 2017, be received with an amendment on pg 5: Shire of Koorda rate increase was 4% not 3%**

**Moved Cr Tarr**

**Seconded Cr Shadbolt**

**Carried 6/0**

**4.2.2. Business Arising from the NEWROC Executive Meeting**

Nil

**5. FINANCIAL MATTERS****5.1. List of Income and Expenditure**

**PORTFOLIO:** Corporate Capacity  
**FILE REFERENCE:** 42-2 Finance Audit and Compliance  
**REPORTING OFFICER:** Caroline Robinson  
**DISCLOSURE OF INTEREST:** Nil  
**DATE:** 14 August 2017  
**ATTACHMENT NUMBER:** Nil  
**CONSULTATION:** Dannelle Foley  
**STATUTORY ENVIRONMENT:** Nil  
**VOTING REQUIREMENT:** Simple Majority

**COMMENTS**

The below list outlines the income and expenditure from 1 July to 31 July 2017

**Account Transactions**

North Eastern Wheatbelt Regional Organisation of Councils  
 For the period 1 July 2017 to 31 July 2017

Date	Source	Description	Reference	Credit	Debit	Gross
<b>NEWROC Funds #5557</b>						
<b>Opening Balance</b>				<b>68,736.23</b>	<b>0.00</b>	<b>0.00</b>
01 Jul 2017	Spend Money	Bendigo Bank	Bank Charges	0.00	4.00	(4.00)
01 Jul 2017	Receive Money	Bendigo Bank	Interest Received	10.63	0.00	10.63
03 Jul 2017	Payable Payment	Payment: Digit Books Pty Ltd	INV-9092	0.00	50.00	(50.00)
24 Jul 2017	Spend Money	ATO	BAS April-June	0.00	6,335.00	(6,335.00)
<b>Total NEWROC Funds #5557</b>				<b>10.63</b>	<b>6,389.00</b>	<b>(6,378.37)</b>
<b>Closing Balance</b>				<b>62,357.86</b>	<b>0.00</b>	<b>0.00</b>
<b>Total</b>				<b>10.63</b>	<b>6,389.00</b>	<b>(6,378.37)</b>

Profit and Loss Report to the 31 July 2017.

**Profit & Loss**  
**NEWROC**  
**Cash Basis**

	Jul-17	YTD
<b>Income</b>		
Interest Received	\$10.63	\$10.63
<b>Total Income</b>	<b>\$10.63</b>	<b>\$10.63</b>
<b>Gross Profit</b>	<b>\$10.63</b>	<b>\$10.63</b>
<b>Less Operating Expenses</b>		
Accounting/Audit fees	\$45.45	\$45.45
Bank charges	\$4.00	\$4.00
<b>Total Operating Expenses</b>	<b>\$49.45</b>	<b>\$49.45</b>
<b>Net Profit</b>	<b>\$38.82</b>	<b>\$38.82</b>

**RESOLUTION:**

That the income and expenditure and the profit and loss report from 1 July 2017 to 31 July 2017, as listed, be endorsed.

Moved Cr Tarr

Seconded Cr Kirby

Carried 6/0



## 5.2. Late Item - NEWROC Budget 2017 - 18

**PORTFOLIO:** Corporate Capacity  
**FILE REFERENCE:** 42-2 Finance Audit and Compliance  
**REPORTING OFFICER:** Caroline Robinson  
**DISCLOSURE OF INTEREST:** Nil  
**DATE:** 15 August 2017  
**ATTACHMENT NUMBER:** Nil  
**CONSULTATION:** Dannelle Foley  
Eamonn Lanagan – Byfields  
Ian McCabe – Shire of Wyalkatchem  
**STATUTORY ENVIRONMENT:** Nil  
**VOTING REQUIREMENT:** Simple Majority

### COMMENT:

#### RESOLUTION:

**That the draft budget be considered as a late item as presented.**

**Moved Cr Tarr**

**Seconded Cr Davies**

**Carried 6/0**

The following resolutions were passed at the June Council meeting:

#### RESOLUTION:

That:

- 1) the six member local governments commit \$16,200 for the 2017/18 NEWROC subscription fee (\$11,000 NEWROC, \$2,000 Business Case/Project Work, \$2,700 Tourism Officer and \$500 Wheatbelt Way Marketing);
- 2) The NEWROC Medical Enhancement Fund be maintained and the Shires of Koorda and Wyalkatchem contribute \$6,250 to the 2017/18 Medical Enhancement Fund;
- 3) A strategy for the Medical Enhancement Fund be developed following the adoption of the budget and NEWROC Health Strategy;
- 4) Each member shire allocate \$18,718 in their individual 2017/18 budgets for the purpose of the NEWROC Telecommunications Solution (subject to funding approval-BBRF); and
- 5) The NEWROC 2017/18 Budget be adopted and reviewed again at the NEWROC Council meeting in August

Moved Cr Davies

Seconded Cr Kirby

Carried 6/0

#### RESOLUTION:



NEWROC Finances to be set up according to operating income, operating expenditure / project income, project expenditure with explicit allocation for reserves.

Moved Cr Davies

Seconded Cr Kirby

Carried 6/0

### Actions since the June Council meeting:

-  Improved budget has been developed with the assistance of Ian McCabe
-  Reserve Policy has been developed for consideration

Members are asked to comment on the Budget and the Reserve Policy – in particular the alignment of the Reserve Schedules with the NEWROC strategic priorities (as previously identified)

**Discussion:**

- 👉 Opening and closing balance dates need to be added
- 👉 Reserves linked to strategic priorities – timelines and outcomes (does not change the amount in the account, they are notional)
- 👉 NEWROC Executive Officer encouraged to attend Local Government Week when the agenda is relevant or there are strategic meetings to be had
- 👉 Reserve description changes:
  - all energy initiatives (renewable removed)
- 👉 The size of the Wheatbelt Way signage needs to be increased (this is now under the management of NEWTravel and finances were allocated to the group for this). There is an Australian standard for sign sizes that we can encourage NEWTravel to look at

**ACTION:**

**Local Government Week agenda to be discussed annually at an Executive Meeting to determine the relevancy of whether the NEWROC Executive Officer should attend or not.**

**ACTION:**

**Reserve Policy and suggested reserve amounts to be discussed at the Executive meeting.**

**RESOLUTION:**

**That the 2017/18 Budget be adopted as presented at the meeting**

**Moved Cr Davies**

**Seconded Cr Tarr**

**Carried 6/0**

**6. MATTERS FOR CONSIDERATION****6.1. NEWROC Telecommunications Solution**

<b>PORTFOLIO:</b>	Economic Development and Tourism
<b>FILE REFERENCE:</b>	035-6 Federal Grants
<b>REPORTING OFFICER:</b>	Caroline Robinson
<b>DISCLOSURE OF INTEREST:</b>	Nil
<b>DATE:</b>	7 August 2017
<b>ATTACHMENT NUMBER:</b>	Nil
<b>CONSULTATION:</b>	Dannelle Foley
<b>STATUTORY ENVIRONMENT:</b>	Nil
<b>VOTING REQUIREMENT:</b>	Simple Majority

**COMMENT**

The Executive Officer notified Councils of the successful outcome of the BBRF for the NEWROC Telecommunications Solutions. The NEWROC (Shire of Nungarin is the proponent) will be offered a \$701,875 financial agreement for a project value of \$958,500. The total project amount is slightly lower than the budgeted \$971,909.20 total project value plus contingences. The \$13,409.20 difference and how this effects the overall cash and in-kind components will be unknown until discussions and financial agreement preparation have commenced.

NEWROC Telecommunications Project Budget Summary								
Description of Service	Year 1	Total Cash (LGA's)	Total In-Kind (LGA's)	Total Cash (NEWROC)	Total In-Kind (NEWROC)	Total Cash (External)	Total BBRF	Total Cost
1. Project Administration, Professional Fees and Compliance - Pre Build	15,169.20	0.00	5,760.00	2,000.00	7,409.20	0.00	0.00	15,169.20
2. Site Works and Land Assembly Costings - Pre Build	18,240.00	0.00	18,240.00	0.00	0.00	0.00	0.00	18,240.00
3. Construction/Installation	938,500.00	100,553.57	0.00	100,553.54	0.00	35,517.86	701,875.00	938,500.00
4. Post build	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<i>Sub Total</i>	<i>971,909.20</i>	<i>100,553.57</i>	<i>24,000.00</i>	<i>102,553.54</i>	<i>7,409.20</i>	<i>35,517.86</i>	<i>701,875.00</i>	<i>971,909.20</i>
7. Contingency (Approx 2%)	18,000.00	11,754.42		6,245.58				18,000.00
<i>Total</i>	<i>989,909.20</i>	<i>112,307.99</i>	<i>24,000.00</i>	<i>108,799.12</i>	<i>7,409.20</i>	<i>35,517.86</i>	<i>701,875.00</i>	<i>989,909.20</i>
<i>TOTAL (Rounded)</i>	<i>989,909</i>	<i>112,308</i>	<i>24,000</i>	<i>108,799</i>	<i>7,409</i>	<i>35,518</i>	<i>701,875</i>	<i>989,909</i>
							BBRF Contribution	70.90%
							Cash Contribution	25.92%
							In-Kind Contribution	3.17%
								100.00000%

Actions undertaken following the announcement;

- 🔥 Notified Bendigo Bank, Tammy King, Rebekah Burges and RPS
- 🔥 Notified and discussed detailed scope with Jeremy, South Western Wireless
- 🔥 Notified Craig Lorden, Gravel Road Consultants (Brookfield Rail infrastructure)
- 🔥 Coordinate steering committee meeting to organise next steps
- 🔥 Requests received from RuralNET and Shire of Bruce Rock for information

Announcement Link - <https://www.business.gov.au/Assistance/Building-Better-Regions-Fund/Building-Better-Regions-Fund-Infrastructure-Projects/funding-offers>

The financial agreement has been received by the Executive Officer. The Shire of Nungarin is the proponent on the application therefore they will need to be the lead proponent and signatory on the BBRF financial agreement.

**RESOLUTION:**





- 1. The NEWROC delegate the planning proponent of the project to the NEWROC Telecommunications Steering Committee (John Nuttall, David Burton, Dannelle Foley and Caroline Robinson); and**
- 2. The NEWROC delegate the Shire of Nungarin as the lead proponent for the BBRF grant and signing of the financial agreement.**

**Moved Cr Davies**

**Seconded Cr Tarr**

**Carried 6/0**

**Discussion:**

-  Thanks expressed to the Telecommunications Steering Committee, Dannelle and Caroline for the successful grant application
-  Discussion regarding the awareness of the project by member Councillors - what it will deliver
-  Community education on the project is a high priority
-  Holding a meeting with the Shire of Merredin regarding the location of the data centre is a priority, so too a discussion on the procurement process.

## 6.2. Telecommunications Summit

<b>PORTFOLIO:</b>	Economic Development and Tourism
<b>FILE REFERENCE:</b>	107-4 – Communications
<b>REPORTING OFFICER:</b>	Cr Rachel Kirby
<b>DISCLOSURE OF INTEREST:</b>	Nil
<b>DATE:</b>	14 August 2017
<b>ATTACHMENT NUMBER:</b>	#1 - Regional Telecommunications Summit Articles
<b>CONSULTATION:</b>	Caroline Robinson
<b>STATUTORY ENVIRONMENT:</b>	Nil
<b>VOTING REQUIREMENT:</b>	Simple Majority

### COMMENT

*Innovate Australia and Farming Champions  
Held at Cambinata Yabbies, Kukerin, Thursday 27<sup>th</sup> July 2017*

The summit was attended by over 100 farmers, regional business professionals, students, volunteers, emergency services representatives, industry professionals and all representatives of all spheres of government.

Attendees at the morning session broke in to two groups to discuss some of the telecommunications issues and challenges faced by those living and working in regional areas. I participated in a group facilitated by David Tham from nanoKnowledge Australia, Hon Colin DeGrussa MLC and Boyd Brown, Telstra Country Wide-Area General Manager.

The themes explored were:

- 👉 Issues and problems
- 👉 Solutions
- 👉 Potential applications if telecommunications were not limiting

The problems raised were common themes that the NEWROC are well aware of including:

- 👉 unreliable mobile service impacting on farming/business productivity
- 👉 lack of coverage for emergency calls
- 👉 lack of infrastructure for emergency services
- 👉 unreliable internet access impacting on education
- 👉 disadvantage of low internet speeds even in regional centres like Kalgoorlie when compared to Perth
- 👉 slow roll-out of NBN
- 👉 concern over satellite service being oversubscribed in the future
- 👉 data limits on satellite plan
- 👉 high costs compared to metro services
- 👉 lack of sleep due to staying up to use off-peak data!
- 👉 data-rich webpages and the impact this has when data is limited
- 👉 inability to access future technology for agricultural applications; and
- 👉 mobile phone towers not delivering on coverage expectations due to poor site choice.

There were some innovative suggestions put forward when attendees addressed the issue of what the future might hold, including;

- 🌟 a desire to integrate drone technology into livestock enterprise
- 🌟 mobile office to increase on-farm productivity and/or business and volunteer productivity for example organising community project while sitting on the air seeder; and
- 🌟 awareness of people installing their own solutions to get on-farm coverage.

The afternoon session consisted of presentations from six expert speakers, moderated by Senator Linda Reynolds, Chair of the Senate Committee on Communications:

**Peter Rundle MLA, Member for Roe**

**Penny Griffin, Principal Project Officer – Regional Telecommunications, Department of Commerce**

- 🌟 Reported that Hon Alannah McTiernan, Minister for Regional Development recently held a telecommunications round table; outcomes – audit of optic fibre networks in all government departments, confirmed commitment to \$22 million Ag Telecommunications fund.

**Boyd Brown, Telstra Country Wide-Area General Manager**

- 🌟 Outlined Telstra's mobile network programs, initially focussing on road networks, now addressing blackspot issues
- 🌟 Promoted Cel Fi Go, mobile repeater (and donated one for auction)

**Jim Wyatt, Principal at Optimi Digital (expert on WA regional telecommunication)**

**John Oliver, Oliver Rural IT Solutions**

**Lachlan McMahon, Managing Director, FTP Solutions Pty Ltd**

- 🌟 Discussed technology applications used in mining that could possibly transfer to agriculture

Senator Reynolds commented that the reports of the reality at grass-roots level were very different to what she was hearing in Canberra. She gave a commitment to ask Minister Fifield to attend the next meeting in Kukerin if attendees were willing to return for another forum.

**RESOLUTION:**

**That the information be received.**

**Moved Cr Kirby**

**Seconded Cr Tarr**

**Carried 6/0**

**Discussion:**

- 🌟 Beacon Telstra tower is now operational.

### 6.3. Regional Subsidiary Legislation

<b>PORTFOLIO:</b>	Corporate Capacity
<b>FILE REFERENCE:</b>	041-10 Local Government Reform
<b>REPORTING OFFICER:</b>	Caroline Robinson
<b>DISCLOSURE OF INTEREST:</b>	Nil
<b>DATE:</b>	14 August 2017
<b>ATTACHMENT NUMBER:</b>	Nil
<b>CONSULTATION:</b>	Nil
<b>STATUTORY ENVIRONMENT:</b>	Nil
<b>VOTING REQUIREMENT:</b>	Simple Majority

#### COMMENT

Tony Brown (WALGA) attended the Executive meeting in July and discussed the Local Government Act Review

- 👉 Consultation process with WALGA seeking member input (August, September – ZONE meetings, feedback from forums like NEWROC, feedback from individual members by the end of October)
- 👉 Minister wants to do a review this year and present in 2018
- 👉 PHASE 1 focus:
  - Increasing participation in local government elections
  - Strengthening public confidence in local government elections
  - Making information online
  - Restoring public confidence
  - Regional subsidiaries
- 👉 PHASE 2:
  - Increasing community participation
  - Enabling local government enterprises
  - Improving financial management
  - Improving behavior and relationships (this may move into PHASE 1)
  - Reducing red tape
- 👉 Discussion paper is currently being circulated and all positions are open for review PLUS welcome to new ideas
- 👉 WALGA's priorities – gifts, regional subsidiaries, rating exemptions, financial management issues. The Minister has also put forward his priorities.

Discussion at the meeting:

- 👉 Need for the allowance of phone and online meetings, online notices and the ability to email rates (currently paper and electronic)
- 👉 CBH payment of rates or lack there of
- 👉 Wards and the 8 year process in the Act
- 👉 Senior Employees – majority of members agreed to disband
- 👉 Tender thresholds – guidance on period of time e.g. 12 months / at the moment it is over an infinite period of time
- 👉 Terms of office and creating consistency e.g. integrated planning

- 👉 Method of election of Mayor / President – WALGA’s current provisions should stay but slight amendment to ‘at large’ but final decision back to the Council
- 👉 Elected member training – WALGA opposes the State Government position but they do have a fall back position e.g. only for first time elected members, uses the elected members skillset, recognises RPL, to be completed in first 12 months, penalty for non-compliance
- 👉 Disposition of property – trade ins v purchase (e.g. cars v graders) and WALGA’s position is to disband it
- 👉 Regional subsidiary – WALGA would like to see land acquisition and commercial activity added
- 👉 Postal Elections – very expensive proposition to use the AEC and likely to impact rates
- 👉 Mandatory Voting – discussion regarding voluntary and mandatory (in line with State, Federal government, preferential treatment, policing it, fine enforcement, and the possible extension of politicising this). Majority of CEO’s supported voluntary voting. Majority of CEO’s supported online voting and annual elector meetings to be disbanded. Timing issues for annual reports and annual electoral meetings. Electors can come to any meeting
- 👉 Annual review of certain employees performance: Council performance review of CEO only, not other staff
- 👉 Gifts: only in the role of elected members or employees, needs a timeline (state timeline to be adhered to)
- 👉 Rules of conduct: WALGA supports code of confidentiality
- 👉 Borrowings: WALGA position - Council should be able to use its assets to borrow, currently can only borrow against rateable income
- 👉 Time based differential rating – ability to have differential rates on vacant land if no building takes place during a set period of time
- 👉 WALGA position - LandCorp payments should come to local government not the State government
- 👉 Should have ability to stand down individual Councillors not the whole Council
- 👉 Audit – position is to allow the Auditor General to contract out some or all of the financial audits, discussion on audit scope
- 👉 Majority agreed with first passed the post for voting

#### Regional Subsidiary Legislation

- 👉 If the current provisions of the legislation are amended then it could be pursued
- 👉 WALGA can assist with the business plan and a model charter and some of the activities could be pursued in the background so the NEWROC are ready
- 👉 Current regulations – unless we were needing to lease or own an asset the current regulations would fit the group
- 👉 Clear annunciation of the regional subsidiary model at present and whether the Executive can proceed and work towards it
- 👉 Discussion of the NEWROC Health Strategy and giving it an ‘engine’, plus also a structure for the Strategy to be pursued through

The following resolution was passed at the July Executive meeting:

#### RESOLUTION

Governance report to be provided to the NEWROC Council with a recommendation that the Executive pursue a regional subsidiary

Moved D Burton

Seconded G Merrick

Carried 6/0



**RESOLUTION:**

**The NEWROC Executive develop a draft model charter and work towards identifying elements of the draft business plan they can prepare for presentation to Council for discussion regarding the regional subsidiary legislation.**

**Moved Cr Tarr**

**Seconded Cr Storer**

**Carried 6/0**

**Discussion:**

- 👉 There is a governance reserve drafted in the reserves policy and this could be allocated towards a project like this
- 👉 Anne Banks – MacAllistair from WALGA can assist the NEWROC Executive Officer with any work towards a regional subsidiary
- 👉 The Regional Subsidiary Business Plan is like a strategic plan of the priorities we want the NEWROC to achieve
- 👉 Some movement around the Regional Subsidiary legislation, with the Minister being prepared to move on the regulations to allow for land transactions but has not agreed to the borrowing component (felt too much risk on the community)
- 👉 Communication strategy to be developed about the possibility of a new organisation, so too a project plan of activities
- 👉 The Department has a brief on what the subsidiary can do e.g. back end administration services but the regional subsidiary can be flexible and have a broad purpose
- 👉 Some NEWROC members are seeing the Minister this week and could raise this issue e.g. borrowings
- 👉 Borrowings – are they from the open market or Treasury? Understanding it will enable borrowing from Treasury. Charter will set out the terms for the borrowings and the Minister has to approve the Charter – if the Minister has an issue with the borrowing structure he can decline the Charter.
- 👉 Question regarding difference between a Regional Council and a Regional Subsidiary – Regional Council is a local government and has all the compliance obligations and costs with it

**ACTION:**

**Bill to contact GECZ Secretary raising the questions on the regional subsidiary legislation and borrowings – notice in advance.**

#### 6.4. NEWROC Strategic Projects

<b>PORTFOLIO:</b>	Corporate Capacity
<b>FILE REFERENCE:</b>	041-5 Strategic and Future Planning
<b>REPORTING OFFICER:</b>	Caroline Robinson
<b>DISCLOSURE OF INTEREST:</b>	Nil
<b>DATE:</b>	14 August 2017
<b>ATTACHMENT NUMBER:</b>	Nil
<b>CONSULTATION:</b>	Dannelle Foley Carnegie Energy
<b>STATUTORY ENVIRONMENT:</b>	Nil
<b>VOTING REQUIREMENT:</b>	Simple Majority

#### COMMENTS:

At the NEWROC April 2017 Council meeting the follow resolution was passed:




#### RESOLUTION:

- 1) The NEWROC EO investigate what is involved in a Solar Farm
- 2) The NEWROC priorities, in no particular order include renewable energy, Housing, Aged Care, Telecommunications, Youth, Health, and retention of the health workforce
- 3) The NEWROC Executive review the NEWROC Aged Friendly Communities Plan, Kununoppin Bonded Medical Scholarship, Small Business Friendly Initiative and Business Incubator project and report back to the NEWROC Council meeting in June

Moved Cr Tarr

Seconded Cr Davis

Carried 6/0


-  Youth - A proposal has been sought for the development of a youth strategy for the NEWROC. The Executive Officer has approached Lotterywest to fund this
-  Renewable Energy - Dannelle Foley met with Carnegie Energy/EMC to discuss a possible renewable energy projects in the NEWROC. Some options were discussed and Dannelle will provide some additional information to Tim and Bruce (Carnegie Energy/EMC) and present the information to the NEWROC at a future meeting. Tim and Bruce will be attending the Dowerin Field Days and welcome the NEWROC members to visit their site and introduce themselves.
-  Governance

The NEWROC EO emailed the Shire of Merredin CEO to request a copy of the Wheatbelt Communities constitution, as requested by members at the June Council meeting. The CEO directed the NEWROC EO to the CEACA constitution (which is currently under review) and David Burton found a copy for review. John Nuttall also provided input regarding the proposed amendments to this constitution. A summary of the CEACA constitution key points is as follows:

- Operates under the Associations Act (needs to be updated however to be in line with the new legislation)
- Has all the powers of an incorporated not for profit organisation (can employ people, make a profit that can be reinvested into the organisation, take out loans, apply for grants, establish subsidiary entities, can hold onto to assets in a trust manner etc)
- Membership is of residents in the participating local governments, with endorsement by the local government Council
- Chair is not an elected member of a local government or their employee

- All other usual elements of an incorporated body are met e.g. voting, meeting procedures, annual audit, dissolution, common seal etc.

Tony Brown, WALGA, presented at the July Executive meeting on regional subsidiaries and the proposed amendments to the WA Local Government Act

-  Health, Health workforce - The NEWROC Health Strategy is being presented at the meeting for adoption

**RESOLUTION:**

**That the information is received.**

**Moved Cr Davies**

**Seconded Cr Shadbolt**

**Carried 6/0**

## 6.5. Wheatbelt Development Commission – Tourism Strategy

<b>PORTFOLIO:</b>	Economic Development and Tourism
<b>FILE REFERENCE:</b>	132 Tourism
<b>REPORTING OFFICER:</b>	Caroline Robinson
<b>DISCLOSURE OF INTEREST:</b>	Nil
<b>DATE:</b>	18 July 2017
<b>ATTACHMENT NUMBER:</b>	Nil
<b>CONSULTATION:</b>	Carol Redford - WDC
<b>STATUTORY ENVIRONMENT:</b>	Nil
<b>VOTING REQUIREMENT:</b>	Simple Majority

### COMMENT

The Executive Officer contacted the Wheatbelt Development Commission for an update on the Wheatbelt Tourism Strategy as discussed at the June Council meeting with NEWTravel EO Linda Vernon. A summary is provided below:

### Status

The Wheatbelt Development Commission continues to work on developing a Wheatbelt Tourism Strategy. The purpose of the strategy is to:

1. Guide growth of tourism value across the Wheatbelt
2. Foster a collaborative approach to improve the profile of Wheatbelt tourism
3. Determine regional priorities for investment

In March and April 2017 Commission staff travelled the region and met with various thought leaders and stakeholders. A draft strategy was presented to the Wheatbelt Development Commission Board on Thursday, 8 June 2017.

### Draft findings

- 🌟 Natural, built and heritage products (including Aboriginal heritage) are central to industry
- 🌟 Industry governed by complex network of operators and organisations

### Key issues include:

- a) Poor infrastructure around some key icons
- b) Inconsistent product quality, visitor servicing, branding and promotion
- c) Disconnect between some products that share location
- d) Confusing governance and statistical data gaps

### Next steps

Commission Project Officer, Carol Redford, is in the process of finalising the draft Wheatbelt Tourism Strategy. Once completed, Carol will organise a time to present this draft to the thought leaders and stakeholders the Commission has been in contact with over the past few months whilst working on this project. If you have an interest in attending this presentation, please contact Carol on [carol.redford@wheatbelt.wa.gov.au](mailto:carol.redford@wheatbelt.wa.gov.au) or 0408 073 993 and she will add your details to the invitation list.

### RESOLUTION:

**John Nuttall to represent NEWROC as well as a NEWTravel representative be invited to attend the presentation on the draft strategy by the Wheatbelt Development Commission.**

**Moved Cr Storer**

**Seconded Cr Kirby**

**Carried 6/0**

**Discussion:**

- 👉 Meeting is planned for the 12 September 2017 – John Nuttall and Linda Vernon are attending.

## 6.6. NEWROC Live, Work, Invest Online Platform

<b>PORTFOLIO:</b>	Corporate Services
<b>FILE REFERENCE:</b>	042-6 NEWROC Promotion
<b>REPORTING OFFICER:</b>	Caroline Robinson
<b>DISCLOSURE OF INTEREST:</b>	Nil
<b>DATE:</b>	14 August 2017
<b>ATTACHMENT NUMBER:</b>	Nil
<b>CONSULTATION:</b>	Dannelle Foley
<b>STATUTORY ENVIRONMENT:</b>	Nil
<b>VOTING REQUIREMENT:</b>	Simple Majority

### COMMENTS:

The NEWROC website and online business directory is now live (newroc.com.au). The dedicated site will assist in showcasing the group's innovative and progressive thinking. The website content will be managed by the Executive Officer who will rely on content being supplied by each member local government.

Details for user access were sought from each local government and access has been setup accordingly. All nominated users would have received an email on 2 June 2017. A copy of the email is below;

#### ***Welcome to the new NEWROC website***

*You're receiving this email because you've been added as a user of the NEWROC website. As a user and a member of NEWROC you get access to the Document Centre, which is a member only portal for document sharing and collaboration.*

***Your username is your email address and your password is yet to be set.***

*Simply go here to set your new password: <https://newroc.com.au/password-reset>. Enter your email address and a verification code will be sent to you that will allow you to set a new password on your account.*

*Once you've completed these steps you're ready to start using the Document Centre. We hope you enjoy our new website.*

***Regards,  
NEWROC***

<https://newroc.com.au>

### RESOLUTION:

**That the information be received.**

**Moved Cr Shadbolt**

**Seconded Cr Davies**

**Carried 6/0**

**7. EMERGING NEWROC ISSUES as notified, introduced by decision of the Meeting**

**7.1. Late Item - NEWTRAVEL**

**RESOLUTION:**

That the meeting address item 7.1 as presented to the meeting.

Moved Cr Kirby

Seconded Cr Tarr

Carried 6/0

<b>PORTFOLIO:</b>	Economic Development and Tourism
<b>FILE REFERENCE:</b>	132-1 NEWTravel
<b>REPORTING OFFICER:</b>	Graham Merrick
<b>DISCLOSURE OF INTEREST:</b>	Nil
<b>DATE:</b>	18 August 2017
<b>ATTACHMENT NUMBER:</b>	Nil
<b>CONSULTATION:</b>	Caroline Robinson
<b>STATUTORY ENVIRONMENT:</b>	Nil
<b>VOTING REQUIREMENT:</b>	Simple Majority

**COMMENTS**

The following queries are raised regarding the governance and administration of NEWTravel by the Shire of Trayning:

ISSUE RAISED	NEWROC Executive Officer Response
Is NEWTravel a subsidiary of NEWROC or a separate entity?	<p>NEWTravel is an incorporated association. It is a separate entity with its own ABN</p> <p>It was recognised a number of years ago that tourism was a priority for the NEWROC members.</p> <p>In response the role of NEWTravel Tourism Officer was created to coordinate the day to day running of the Wheatbelt Way (a self drive route developed by NEWTravel) including the implementation of the Wheatbelt Way Marketing Plan and to provide support for NEWTravel undertaking Tourism marketing for and across all NEWROC Shires.</p> <p>The NEWTravel Tourism Officer is directly responsible to the NEWROC Director of Economic Services (as NEWROC funds this position the NEWROC wanted to have direct influence on activities to benefit the member Shires)</p> <p>As such there is just a supporting partnership between NEWTravel and NEWROC</p>
Does the Shire of Dowerin and Westonia contribute to the NEWTravel Tourism Officer or Wheatbelt Way?	The Shire of Dowerin and Westonia do not contribute to the Tourism Officer

	<p>The Shire of Dowerin contributes to the Wheatbelt Way marketing (\$2000) and Regional Marketing (\$1500)</p> <p>The Shire of Westonia contributes to the Wheatbelt Way and pays its Regional Marketing contribution to WEROC It may be worthwhile formally approaching these two Shires to contribute to the Tourism Officer position?</p>
Does Westonia contribute financially to NEWTravel marketing?	Yes through its \$2000 membership fee
Why does NEWTravel have their own bank account? Have the signatories on said account been authorised by NEWROC?	<p>NEWTravel is an incorporated association.</p> <p>They are responsible for their own finances and the management of these finances according to their members</p> <p>NEWTravel apply for grants separately to the NEWROC who often provides letters of support to any projects</p>
What is the constitution of NEWTRAVEL as it appears that everyone gets a vote regardless of whom they represent	<p>Each financial member Council has two representatives and receives two votes</p> <p>Business members of NEWTravel receive no votes</p> <p>AGM is planned for October and a review of the constitution will be taking place prior to this</p>

Additionally NEWTravel have been asked to provide input into the development and implementation of management plans over some reserves across the district. Members are asked to comment on this approach (the role of NEWTravel in this issue and the impact of tourists on local reserves)

#### OFFICER RECOMMENDATION

Item is submitted for discussion

#### Discussion:

- 👉 The Shire of Westonia and Shire of Dowerin are receiving the benefit of the NEWTravel Tourism Officer – there is an opportunity to increase the Tourism Officer capacity and could they be approached to contribute to this as well as the services they currently receive?
- 👉 Consideration regarding when to approach this issue with the two Shires (budget review process) and consideration towards the impact of them on NEWTravel if they do not want to financially contribute
- 👉 Positive approach by NEWROC - suggestion to ask for a contribution now as they might have only just adopted their budgets OR approach prior to budget review time to contribute 25% of the remaining 2017/18 year and full contribution in 2018/19



- 👉 Possible full review of NEWTravel subscription fees with a view to looking towards increasing NEWTravel capacity – possibly also the role of NEWROC and its relationship with NEWTravel (marketing, Tourism Officer etc), structure, budget, reporting etc
- 👉 Discussion regarding voting at meetings and who are the voting delegates of each of the members (NEWTravel member Shires not the NEWROC).
- 👉 Discussion regarding the role of NEWTravel in regards to input into local government reserve management
- 👉 Cr Palmer made a positive comment regarding the strength of NEWROC's partnership with NEWTravel

**ACTION:**

**David Burton to request NEWTravel President and NEWTravel Tourism Officer identify voting delegates at NEWTravel meetings and note them at the start of future meetings.**

**RESOLUTION**

**NEWROC CEO to approach the CEO of the Shire of Dowerin and CEO of the Shire of Westonia and discuss the anomaly in funding regarding the Tourism Officer position and seek to resolve the issue.**

**Moved Cr Storer**

**Seconded Cr Tarr**

**Carried 6/0**

**RESOLUTION**

**NEWROC make a suggestion to the members (individual Shires) of NEWTravel to review the NEWTravel subscriptions and structure in the very near future.**

**Moved Cr Shadbolt**

**Seconded Cr Davies**

**Carried 6/0**

**8. WALGA ZONE ISSUES**

**8.1. Review of the Local Government Act**

- 👉 Focus on restoring general competence issues and size and scale of compliance
- 👉 Discussion paper is out for feedback (closes mid-October)

**8.2. State Government and Local Government Partnership**

- 👉 Partnership agreement signed between Premier and WALGA regarding consultation process and timeframe regarding changes that impact upon local government
- 👉 This was signed prior to the decrease in road funding announcements. Cr Storer will take a reflective approach to advocating on the issue

**8.3. Local Government Risk Register**

- 👉 Risk Register List is under review (and the criteria for being on the list) and no local governments know if they are on the list unless they contact Tony Brown at WALGA, 53 Councils on the list at present

## 9. OTHER MATTERS

### 9.1. Resource Sharing

- 👉 Cr Shadbolt discussed the process for getting things done at a local level e.g. one quote for gravel across all six members. Cr Shadbolt is intending to write to individual members regarding whether they would like to resource share on a number of areas and a suggestion on the process for doing this
- 👉 Discussion regarding what resource sharing could be done or has been done in the past, the implications, diversity of services and service delivery of Councils
- 👉 Feedback from members is to send the letter out for discussion at member Council level

## 10. MEETING SCHEDULE

### 10.1. 2017 Meeting Dates

26 September	Executive	Shire of Mt Marshall
24 October	Council	Shire of Nungarin
28 November	Executive	Shire of Nungarin
12 December	Council	Shire of Mukinbudin (Christmas Function)

## 11. CLOSURE OF MEETING

- 👉 Cr Tarr thanked the Shire of Wyalkatchem on their recent Age Friendly event. 18 local governments attended with a few not for profit organisations. Good professional development opportunity and networking
- 👉 Cr O'Connell thanked Cr Tarr on the choice of restaurant for the Local Government Week NEWROC dinner
- 👉 Cr O'Connell attended the NEWROC Literary Lunch in Trayning, held by the KTY Book Club. This year there were 80 attendees, mainly from the NEWROC communities and it also included a Book Club from Perth. The support from NEWROC was very positively received and we have a long association with the luncheon.

### MOTION:

**That the NEWROC October Council meeting is moved to the 31 October 2017 (in light of Council elections).**

**Moved Cr Storer**

**Seconded Cr Davies**

**Motion Lapsed**

### MOTION:

**That the NEWROC October Council meeting is moved to the 17 October 2017 (in light of Council elections).**

**Moved Cr Davies**

**Seconded Cr Tarr**

**Motion Lapsed 3/3**

**RESOLUTION:**

**Foreshadow that the NEWROC October Council meeting is moved to the 17 October 2017 (in light of Council elections).**

**Moved Cr Kirby**

**Seconded Cr Tarr**

**Carried 4/2**

Cr O'Connell thanked everyone for the support she has received in the role of NEWROC Chair and wished the Shire of Wyalkatchem well in the role. Cr Tarr thanked Cr O'Connell in her role as NEWROC Chair.

NEWROC Chair thanked everyone for their attendance and closed the meeting at 4.36pm.

Additional information to support the agenda and meeting processes.

## Strategic Focus 2016-2021

**What will be the core drivers to achieving our vision?**

### **CORE DRIVER 1 - RETAINING AND GROWING OUR POPULATION**

Advocating, promoting and marketing our communities as a place to live, work  
and visit

Retain and attract populations

### **CORE DRIVER 2 - POSITIVE GOVERNMENT RELATIONS AND ATTRACTING GOVERNMENT FUNDING**

Advocating on behalf of our communities

Having successful and collaborative partnerships

Promoting and engaging in civic leadership

Collaborating and sharing within our region

Maintain member identities while working with each other

**How will we achieve our vision?**

**Helping businesses be innovative, sophisticated and growing**

**Developing our people (human capital)**

**Investing in our youth**

**Being technologically ready and adaptable**

**Investing in our natural environment**

**Working together and sharing our resources**



## **Shire of Mt Marshall**

### **Monthly Statement of Financial Activity**

**For the Period 1 July 2017 to 31 July 2017**

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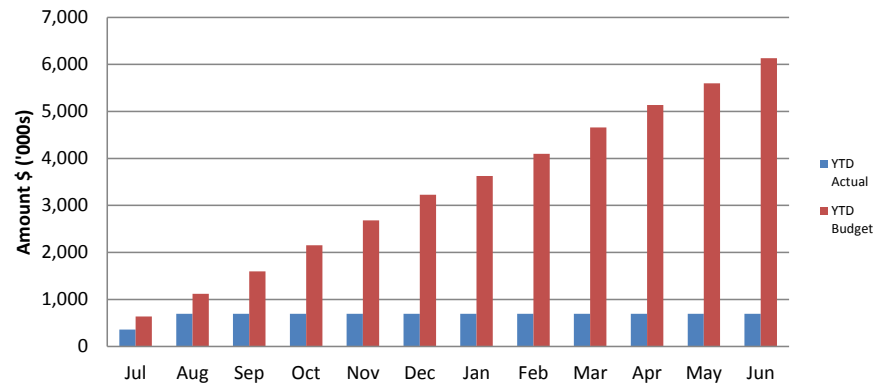
**Shire of Mt Marshall**  
**Statement of Financial Activity**  
**For the period 1 July 2017 to 31 July 2017**

		Actual YTD 2017/2018	Budget YTD 2017/2018	Original Full Year Budget 2017/2018	Variance Budget to Actual YTD	
	NOTE				%	\$
<b>Operating Revenue</b>						
Governance		2,464	2,363	28,399	4%	101
General Purpose Funding		3,433	(1,351,926)	1,322,909	(100%)	1,355,359
Law, Order & Public Safety		91	157	13,443	(42%)	(66)
Health		0	10,900	130,800	(100%)	(10,900)
Education & Welfare		14,153	13,357	81,101	6%	795
Housing		8,158	14,233	170,820	(43%)	(6,075)
Community Amenities		0	790	139,899	(100%)	(790)
Recreation & Culture		536	2,835	1,051,449	(81%)	(2,299)
Transport		445,464	338,443	2,006,528	32%	107,021
Economic Services		11,906	15,925	221,935	(25%)	(4,019)
Other Property & Services		3,857	6,632	74,600	(42%)	(2,775)
		<b>490,062</b>	<b>(946,291)</b>	<b>5,241,883</b>		
<b>Operating Expenses</b>						
Governance		(122,246)	(110,806)	(431,176)	10%	(11,440)
General Purpose Funding		(143)	(5,780)	(69,371)	(98%)	5,637
Law, Order & Public Safety		(9,762)	(14,986)	(112,080)	(35%)	5,224
Health		(6,778)	(19,524)	(267,025)	(65%)	12,746
Education & Welfare		(13,800)	(21,893)	(243,435)	(37%)	8,093
Housing		(54,255)	(63,038)	(541,937)	(14%)	8,783
Community Amenities		(11,760)	(21,686)	(257,623)	(46%)	9,926
Recreation & Culture		(25,590)	(69,263)	(849,490)	(63%)	43,673
Transport		(49,916)	(233,693)	(2,771,956)	(79%)	183,777
Economic Services		(19,878)	(49,231)	(562,388)	(60%)	29,353
Other Property & Services		(46,836)	(29,050)	(24,981)	61%	(17,786)
		<b>(360,962)</b>	<b>(638,950)</b>	<b>(6,131,463)</b>		
<b>Adjustments for Non-Cash (Revenue) and Expenditure</b>						
(Profit)/Loss on Asset Disposals	2	0	60,000	60,000		
Employee benefit Provisions Cash Backed		0	4	4		
Depreciation on Assets		0	189,380	2,272,558		
<b>Capital Revenue and (Expenditure)</b>						
Purchase Property Plant & Equipment	1	(86,657)	(94,683)	(3,230,361)		
Purchase Infrastructure Assets	1	(46,368)	(7,312)	(2,679,978)		
Repayment of Debenture	3	(887)	(106,412)	(106,412)		
Proceeds from New Debenture	3	0	0	0		
Self-Supporting Loan Principal Income		887	19,407	19,407		
Proceeds from Disposal of Assets	2	0	260,000	260,000		
<b>Reserves and Restricted Funds</b>						
Transfers to Reserves	4	0	(486,659)	(486,659)		
Transfers from Reserves	4	0	1,633,127	1,633,127		
ADD Net Current Assets July 1 B/Fwd.	5	1,788,610	1,787,900	1,787,900		
LESS Net Current Assets Year to Date	5	(1,760,483)	(3,029,505)	0		
<b>Amount Raised from Rates</b>	<b>6</b>	<b>24,202</b>	<b>(1,359,994)</b>	<b>(1,359,994)</b>		

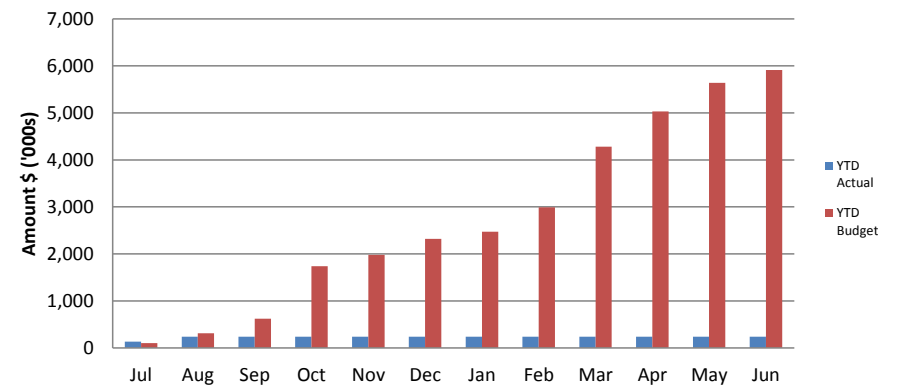
## Shire of Mt Marshall

For the period 1 July 2017 to 31 July 2017

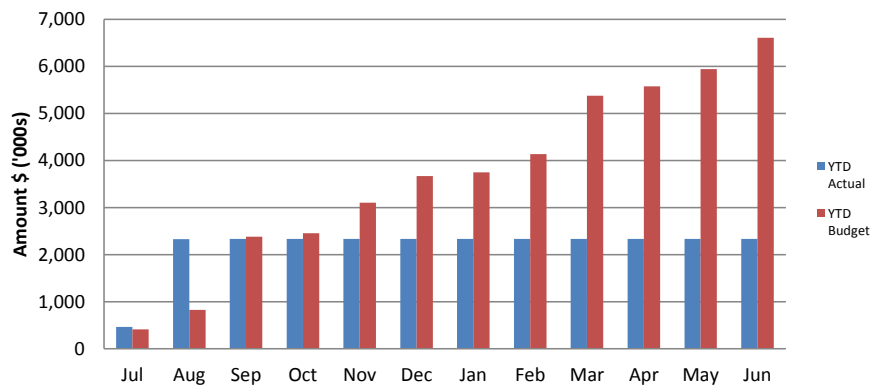
### Operating Expenditure



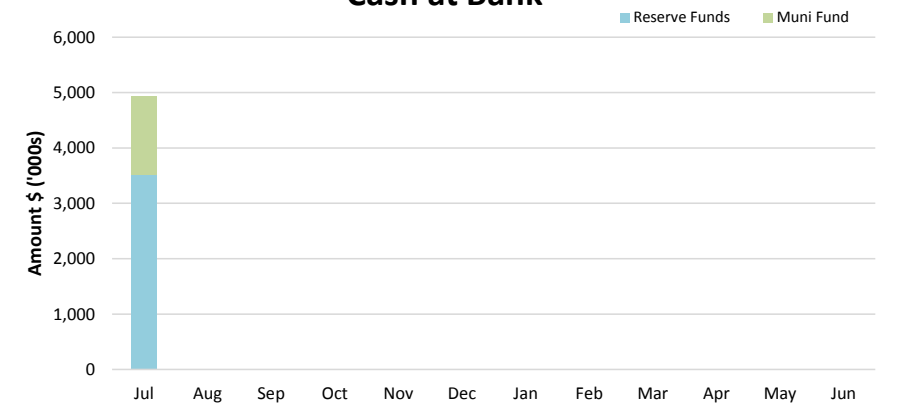
### Capital Works & Equipment Purchases



### Operating Income



### Cash at Bank



# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 July 2017

	2017/18 Adopted Budget \$	31-Jul-17 Actual \$	31-Jul-17 Budget YDT \$
<b>1. ACQUISITION OF ASSETS</b>			
The following assets have been acquired during the period under review:			
<b><u>By Program</u></b>			
<b>Governance</b>			
<i>Administration General</i>			
Purchase Vehicle - Admin	85,000	0	0
<b>Health</b>			
<i>NEW Health Vehicles</i>			
New Health Purchase Of Motor Vehicle	25,000	0	0
<b>Education &amp; Welfare</b>			
<i>Aged &amp; Disabled Welfare</i>			
Purchase Land & Buildings - Welfare Aged	81,600	81,000	81,600
Land & Buildings - Other Welfare	0	128	0
<b>Community Amenities</b>			
<i>Protection of the Environment</i>			
Land & Buildings - Community Amenities	5,000	0	0
<i>Other Community Ammenities</i>			
Beacon And Bencubbin Water Collection	57,750	12,024	4,812
Purchase Of Plant	12,000	0	0
<b>Recreation and Culture</b>			
<i>Sporting Facilities</i>			
Land & Buildings - Sporting Facilities	15,000	0	1,250
Infrastructure Other Purchases	30,000	0	2,500
Land & Buildings - Bencubbin Recreation	2,447,761	5,530	10,000
<b>Transport</b>			
<i>Construction - Roads, Bridges, Depots</i>			
Roads To Recovery Road Works	918,567	31,606	0
State Road Projects Grant	1,163,861	2,738	0
Municipal Road Construction	89,800	0	0
Footpath Construction	20,000	0	0
<i>Road Plant Purchases</i>			
Plant Purchases	440,000	0	0
Motor Vehicle Purchases	97,000	0	0
<i>Airstrips</i>			
Beacon Airstrip Upgrade	400,000	0	0
<b>Economic Services</b>			
<i>Tourism &amp; Area Promotion</i>			
Purchase Land And Buildings	22,000	0	1,833
<i>Other Economic Services</i>			
Infrastructure Other	0	0	0
	<u>5,910,339</u>	<u>133,025</u>	<u>101,995</u>





## Shire of Mt Marshall

### Notes to and forming part of the Statement of Financial Activity

**For the Period 1 July 2017 to 31 July 2017**

1. ACQUISITION OF ASSETS (Continued)	2017/18 Adopted Budget \$	31-Jul-17 Actual \$	31-Jul-17 Budget YDT \$
The following assets have been acquired during the period under review:			
<b><u>By Class</u></b>			
Land Held for Resale - Current	0	0	0
Land Held for Resale - Non Current	0	0	0
Land	0	0	0
Land & Buildings	2,571,361	86,657	94,683
Furniture & Equipment	0	0	0
Motor Vehicles	207,000	0	0
Plant & Equipment	452,000	0	0
Infrastructure - Roads	2,172,228	34,344	0
Infrastructure - Footpaths	20,000	0	0
Infrastructure - Ovals & Parks	0	0	0
Infrastructure - Other	487,750	12,024	7,312
	<u>5,910,339</u>	<u>133,025</u>	<u>101,995</u>

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 July 2017

### 2. DISPOSALS OF ASSETS

The following assets have been disposed of during the period under review:

<u>By Program</u>	Written Down Value		Sale Proceeds		Profit(Loss)	
	2017/18 Budget \$	July 2017 Actual \$	2017/18 Budget \$	July 2017 Actual \$	2017/18 Budget \$	July 2017 Actual \$
<b>Administration</b>						
Admin Vehicle	47,000	0	60,000	0	13,000	0
<b>Health</b>						
NEW Health Vehicles	0	0	60,000	0	60,000	0
<b>Housing</b>						
Lot 158 Brown St, Bencubbin	105,000	0	20,000	0	(85,000)	0
<b>Transport</b>						
Grader	110,000	0	70,000	0.00	(40,000)	0
UD Nissan 5 Tonne Mtc	22,000	0	20,000	0.00	(2,000)	0
Utility - MM276	13,000	0	10,000	0.00	(3,000)	0
Utility - MM136	13,000	0	10,000	0	(3,000)	0
Utility - MM170	10,000	0	10,000	0.00	0	0
	320,000	0	260,000	0	(60,000)	0

<u>By Class of Asset</u>	Written Down Value		Sale Proceeds		Profit(Loss)	
	2017/18 Budget \$	July 2017 Actual \$	2017/18 Budget \$	July 2017 Actual \$	2017/18 Budget \$	July 2017 Actual \$
Motor Vehicles	69,000	0.00	80,000	0.00	11,000	0
Land & Buildings	105,000	0.00	20,000	0.00	(85,000)	0
Plant & Equipment	123,000	0.00	80,000	0.00	(43,000)	0
	297,000	0	180,000	0	(117,000)	0

### Summary

Profit on Asset Disposals  
Loss on Asset Disposals

2017/18 Adopted Budget \$	July 2017 Actual \$
73,000	0
(133,000)	0
(60,000)	0

## Shire of Mt Marshall

### Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 July 2017

#### 3. INFORMATION ON BORROWINGS

##### (a) Debenture Repayments

Particulars	Principal 1-Jul-17	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		2017/18 Budget \$	2017/18 Actual \$	2017/18 Budget \$	2017/18 Actual \$	2017/18 Budget \$	2017/18 Actual \$	2017/18 Budget \$	2017/18 Actual \$
<b>General Purpose Funding</b>									
Loan 119 - Benny Mart *	29,831	0	0	10,913	887	18,918	28,944	797	77
<b>Housing</b>									
Loan 118 - Staff Housing	114,773	0	0	55,613	0	59,160	114,773	6,348	(118)
<b>Recreation &amp; Culture</b>									
Loan 120 - Bencubbin Rec Complex Shire	432,600	0	0	14,699	0	417,901	0	16,515	(2,920)
Loan 121 - Bencubbin Rec SAR	491,300	0	0	16,693	0	474,607	0	18,756	(3,317)
Loan 122 - Bencubbin Rec Complex CRC*	250,000	0	0	8,494	0	241,506	0	9,544	(1,688)
<i>(Anticipated Lending Dates 2017/18)</i>									
	1,318,504	0	0	106,412	887	1,212,092	143,717	51,960	(7,966)

(\*) Self supporting loan financed by payments from third parties.

All other loan repayments were financed by general purpose revenue.

##### (b) New Debentures - 2016/17

Council is currently negotiating new debentures in relation to the Bencubbin Recreation Complex Redevelopment as above.

It is anticipated that the new debentures will be taken out in the 2017/18 financial year and no repayments will be made during the current financial year.

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 July 2017

	2017/18 Adopted Budget \$	July 2017 Actual \$
<b>4. CASH BACKED RESERVES</b>		
<b>(a) Plant Replacement Reserve</b>		
Opening Balance	423,392	423,392
Amount Set Aside / Transfer to Reserve	10,585	0
Amount Used / Transfer from Reserve	(73,000)	0
	<u>360,977</u>	<u>423,392</u>
<b>(b) Aged Care Units Reserve</b>		
Opening Balance	169,020	169,020
Amount Set Aside / Transfer to Reserve	4,225	0
Amount Used / Transfer from Reserve	(81,600)	0
	<u>91,645</u>	<u>169,020</u>
<b>(c) Community Housing Reserve</b>		
Opening Balance	39,103	39,103
Amount Set Aside / Transfer to Reserve	0	0
Amount Used / Transfer from Reserve	(39,103)	0
	<u>0</u>	<u>39,103</u>
<b>(d) Council Staff Housing Reserve</b>		
Opening Balance	33,500	33,500
Amount Set Aside / Transfer to Reserve	214,941	0
Amount Used / Transfer from Reserve	0	0
	<u>248,441</u>	<u>33,500</u>
<b>(e) Employee Entitlements Reserve</b>		
Opening Balance	93,414	93,414
Amount Set Aside / Transfer to Reserve	2,335	0
Amount Used / Transfer from Reserve	0	0
	<u>95,749</u>	<u>93,414</u>
<b>(f) Public Amenities &amp; Buildings Reserve</b>		
Opening Balance	552,005	552,007
Amount Set Aside / Transfer to Reserve	13,800	0
Amount Used / Transfer from Reserve	(308,700)	0
	<u>257,105</u>	<u>552,007</u>
<b>(g) Bencubbin Aquatic Centre Development Reserve</b>		
Opening Balance	868,179	868,179
Amount Set Aside / Transfer to Reserve	71,704	0
Amount Used / Transfer from Reserve	0	0
	<u>939,883</u>	<u>868,179</u>
<b>(h) Community Bus Reserve</b>		
Opening Balance	115,072	115,072
Amount Set Aside / Transfer to Reserve	2,877	0
Amount Used / Transfer from Reserve	0	0
	<u>117,949</u>	<u>115,072</u>

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 July 2017

	2017/18 Adopted Budget \$	July 2017 Actual \$
<b>4. RESERVES (Continued)</b>		
<b>(i) Bencubbin Recreation Complex Reserve</b>		
Opening Balance	1,138,653	1,138,653
Amount Set Aside / Transfer to Reserve	28,466	0
Amount Used / Transfer from Reserve	(1,128,847)	0
	<u>38,272</u>	<u>1,138,653</u>
<b>(j) Office Equipment Reserve</b>		
Opening Balance	15,941	15,941
Amount Set Aside / Transfer to Reserve	399	0
Amount Used / Transfer from Reserve	0	0
	<u>16,340</u>	<u>15,941</u>
<b>(k) Economic Development Reserve</b>		
Opening Balance	4,250	4,250
Amount Set Aside / Transfer to Reserve	70,106	0
Amount Used / Transfer from Reserve	0	0
	<u>74,356</u>	<u>4,250</u>
<b>(l) Integrated Planning/Financial Reporting Reserve</b>		
Opening Balance	1,878	1,878
Amount Set Aside / Transfer to Reserve	0	0
Amount Used / Transfer from Reserve	(1,878)	0
	<u>0</u>	<u>1,878</u>
<b>(m) Beacon Accommodation Reserve</b>		
Opening Balance	68,834	68,834
Amount Set Aside / Transfer to Reserve	51,721	0
Amount Used / Transfer from Reserve	0	0
	<u>120,555</u>	<u>68,834</u>
<b>(n) Medical Enhancement Reserve</b>		
Opening Balance	0	0
Amount Set Aside / Transfer to Reserve	7,500	0
Amount Used / Transfer from Reserve	0	0
	<u>7,500</u>	<u>0</u>
<b>(o) Bencubbin Community Resource Centre Reserve</b>		
Opening Balance	0	0
Amount Set Aside / Transfer to Reserve	8,000	0
Amount Used / Transfer from Reserve	0	0
	<u>8,000</u>	<u>0</u>
<b>Total Cash Backed Reserves</b>	<u><u>2,376,772</u></u>	<u><u>3,523,243</u></u>

All of the above reserve accounts are to be supported by money held in financial institutions.

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 July 2017

	2017/18 Adopted Budget \$	July 2017 Actual \$
<b>4. RESERVES (Continued)</b>		
<b>Cash Backed Reserves (Continued)</b>		
<b>Summary of Transfers To Cash Backed Reserves</b>		
<b>Transfers to Reserves</b>		
Plant Replacement Reserve	10,585	0
Aged Care Units Reserve	4,225	0
Community Housing Reserve	0	0
Council Staff Housing Reserve	214,941	0
Employee Entitlements Reserve	2,335	0
Public Amenities & Buildings Reserve	13,800	0
Bencubbin Aquatic Centre Development Reser	71,704	0
Community Bus Reserve	2,877	0
Bencubbin Recreation Complex Reserve	28,466	0
Office Equipment Reserve	399	0
Economic Development Reserve	70,106	0
Integrated Planning/Financial Reporting Reserv	0	0
Beacon Accommodation Reserve	51,721	0
Medical Enhancement Reserve	7,500	0
Bencubbin Community Resource Centre Reser	8,000	0
	<b>486,659</b>	<b>0</b>
<b>Transfers from Reserves</b>		
Plant Replacement Reserve	(73,000)	0
Aged Care Units Reserve	(81,600)	0
Community Housing Reserve	(39,103)	0
Council Staff Housing Reserve	0	0
Employee Entitlements Reserve	0	0
Public Amenities & Buildings Reserve	(308,700)	0
Bencubbin Aquatic Centre Development Reser	0	0
Community Bus Reserve	0	0
Bencubbin Recreation Complex Reserve	(1,128,847)	0
Office Equipment Reserve	0	0
Economic Development Reserve	0	0
Integrated Planning/Financial Reporting Reserv	(1,877)	0
Beacon Accommodation Reserve	0	0
Medical Enhancement Reserve	0	0
Bencubbin Community Resource Centre Reser	0	0
	<b>(1,633,127)</b>	<b>0</b>
<b>Total Transfer to/(from) Reserves</b>	<b>(1,146,468)</b>	<b>0</b>

## Shire of Mt Marshall

### Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 July 2017

#### 4. RESERVES (Continued)

In accordance with council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

**Plant Replacement Reserve**

- To fund the purchase of plant which exceeds Council's capitalisation threshold, so as to avoid undue heavy burden in a single year

**Aged Care Units Reserve**

- To fund capital works on existing Aged Care Units or construction of new Aged Care Units.

**Community Housing Reserve**

- To fund the future maintenance of Homeswest Joint Venture/Community Housing projects

**Council Staff Housing Reserve**

- To fund the replacement of staff housing and any major maintenance

**Employee Entitlement Reserve**

- To be used to fund Long Service Leave requirement / other accrued leave

**Public Amenities & Buildings**

- To help fund future building maintenance requirements to the shire's buildings.

**Bencubbin Aquatic Centre Development**

- To finance future capital and maintenance upgrades for the Bencubbin Aquatic Centre

**Community Bus Reserve**

- To finance the replacement of the community bus

**Bencubbin Recreation Complex**

- To provide funding for future extensions to the Bencubbin Complex

**Office Equipment**

- To replace office equipment as required

**Integrated Planning/Financial Reporting Reserve**

- To set aside funds for expenditure on Council's integrated planning process.

**Beacon Accommodation Reserve**

- To set aside funds for the provision of transient accommodation in Beacon.

**Economic Development Reserve**

- To set aside funds for Economic Development initiatives.



**Shire of Mt Marshall**

**Notes to and forming part of the Statement of Financial Activity**

**For the Period 1 July 2017 to 31 July 2017**

	2017/18 B/Fwd Per Approved Budget \$	2016/17 B/Fwd Per Financial Report \$	July 2017 Actual \$
<b>5. NET CURRENT ASSETS</b>			
<b>Composition of Estimated Net Current Asset Position</b>			
<b>CURRENT ASSETS</b>			
Cash - Unrestricted	2,448,039	2,448,039	1,502,694
Cash - Restricted Unspent Grants	0	0	0
Cash - Restricted Unspent Loans	0	0	0
Cash - Restricted Reserves	3,523,240	3,523,240	3,523,240
Rates Outstanding	129,874	129,874	118,205
Sundry Debtors	202,045	202,045	531,707
Provision for Doubtful Debts	(63,433)	(63,433)	(63,433)
Gst Receivable	(79)	(79)	261
Accrued Income/Payments In Advance	0	0	(24,901)
Loans - Clubs/Institutions	0	0	0
Inventories	21,963	21,963	17,400
	<u>6,261,649</u>	<u>6,261,649</u>	<u>5,605,173</u>
<b>LESS: CURRENT LIABILITIES</b>			
Sundry Creditors	(801,179)	(801,179)	(185,872)
Accrued Interest On Loans	(8,055)	(8,055)	0
Accrued Salaries & Wages	(4,823)	(4,823)	184
Income In Advance	0	0	0
Gst Payable	(1)	(1)	(20)
Payroll Creditors	(1,291)	(581)	(582)
Accrued Expenses	0	0	0
FBT Liability	0	0	0
Current Employee Benefits Provision	(228,574)	(228,574)	(228,574)
Current Loan Liability	(1)	(1)	886
	<u>(1,043,924)</u>	<u>(1,043,214)</u>	<u>(413,978)</u>
<b>NET CURRENT ASSET POSITION</b>	5,217,725	5,218,435	5,191,195
Less: Cash - Reserves - Restricted	(3,523,240)	(3,523,240)	(3,523,240)
Less: Cash - Unspent Grants - Restricted	0	0	0
Less: Current Loans- Clubs / Institutions	0	0	0
Add Back : Component of Leave Liability not Required to be Funded	93,414	93,414	93,414
Add Back : Current Loan Liability	1	1	(886)
Adjustment for Trust Transactions Within Muni	0	0	0
<b>ESTIMATED SURPLUS/(DEFICIENCY) C/FWD</b>	<u>1,787,900</u>	<u>1,788,610</u>	<u>1,760,483</u>

# Shire of Mt Marshall

## NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

For the Period 1 July 2017 to 31 July 2017

### 6. RATING INFORMATION

RATE TYPE	Rate in \$	Number of Properties	Rateable Value \$	2017/18 Rate Revenue \$	2017/18 Interim Rates \$	2017/18 Back Rates \$	2017/18 Total Revenue \$	2017/18 Budget \$
<b>General Rate</b>								
GRV	0.126380	310	765,707				0	96,770
UV	0.018321	131	69,319,494				0	1,270,002
Mining	0.018321	1	4,100				0	753
<b>Sub-Totals</b>		442	70,089,301	0	0	0	0	1,367,525
<b>Minimum Rates</b>	<b>Minimum \$</b>							
GRV	395	25	194,853				0	16,590
UV	395	42	53,998				0	9,875
Mining	395	12	10,593				0	4,740
<b>Sub-Totals</b>		54	64,591	0	0	0	0	31,205
Discounts							0	1,398,730
Rates Written off							(26)	(50,000)
<b>Total Amount of General Rates</b>							(1)	(200)
Movement in Excess Rates							(26)	1,348,530
Ex Gratia Rates							(24,176)	(3,536)
Specified Area Rates							0	15,000
<b>Total Rates</b>							0	28,262
							(24,202)	1,388,256

All land except exempt land in the Shire of Mt Marshall is rated according to its Gross Rental Value (GRV) in townsites or Unimproved Value (UV) in the remainder of the Shire.

The general rates detailed above have been determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates and also bearing considering the extent of any increase in rating over the level adopted in the previous year.

The minimum rates have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of the Local Government services/facilities.

## Shire of Mt Marshall

### Notes to and forming part of the Statement of Financial Activity

**For the Period 1 July 2017 to 31 July 2017**

#### 7. TRUST FUNDS

Funds held at balance date over which the Municipality has no control and which are not included in this statement are as follows:

Detail	Balance 01-Jul-17 \$	Amounts Received \$	Amounts Paid (\$)	July 2017 Balance \$
Police Licensing	36,024	12,716	(48,168)	571
Aged Care Beautification	829	0	0	829
Unclaimed Monies	59	0	0	59
Nomination Deposits	0	0	0	0
Prepaid Rates	0	0	0	0
Tree Planting Nursery	1,000	0	0	1,000
Sundry Creditors	0	0	0	0
Housing Bonds	9,580	0	0	9,580
Staff Social Club	4,280	0	(354)	3,926
Newroc Advance Account	0	0	0	0
Portable Toilet Bonds	0	0	0	0
Deposit on Land	1,000	0	0	1,000
Emergency Services Levy	0	0	0	0
Building Levy	0	0	0	0
Mt Marshall LCDC	0	0	0	0
Benc - Beacon Tourist Committee	0	0	0	0
Rehabilitation Bonds	5,000	0	0	5,000
	<u>57,772</u>	<u>12,716</u>	<u>(48,522)</u>	<u>21,965</u>

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 July 2017

### 8. OPERATING STATEMENT

	July 2017 Actual \$	2017/18 Adopted Budget \$	2016/17 Actual \$
<b>OPERATING REVENUES</b>			
Governance	2,464	28,399	49,490
General Purpose Funding	(20,768)	2,682,903	4,836,924
Law, Order, Public Safety	91	13,443	16,246
Health	0	130,800	0
Education and Welfare	14,153	81,101	80,434
Housing	8,158	170,820	172,430
Community Amenities	0	139,899	134,683
Recreation and Culture	536	1,051,449	60,894
Transport	445,464	2,006,528	1,659,802
Economic Services	11,906	221,935	201,433
Other Property and Services	3,857	74,600	56,581
<b>TOTAL OPERATING REVENUE</b>	<b>465,861</b>	<b>6,601,877</b>	<b>7,268,917</b>
<b>OPERATING EXPENSES</b>			
Governance	122,246	431,176	357,127
General Purpose Funding	143	69,371	106,516
Law, Order, Public Safety	9,762	112,080	90,872
Health	6,778	267,025	146,457
Education and Welfare	13,800	243,435	219,609
Housing	54,255	541,937	389,369
Community Amenities	11,760	257,623	249,870
Recreation & Culture	25,590	849,490	769,217
Transport	49,915	2,771,956	2,793,297
Economic Services	19,878	562,388	375,237
Other Property and Services	46,836	24,981	18,976
<b>TOTAL OPERATING EXPENSE</b>	<b>360,963</b>	<b>6,131,463</b>	<b>5,516,547</b>
<b>CHANGE IN NET ASSETS RESULTING FROM OPERATIONS</b>	<b>104,898</b>	<b>470,414</b>	<b>1,752,370</b>

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 July 2017

### 9. BALANCE SHEET

	July 2017 Actual \$	2016/17 Actual \$
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	5,025,934	5,971,279
Trade and Other Receivables	557,808	265,264
Inventories	17,400	21,963
<b>TOTAL CURRENT ASSETS</b>	<b>5,601,142</b>	<b>6,258,506</b>
<b>NON-CURRENT ASSETS</b>		
Other Receivables	20,996	20,996
Inventories	0	0
Property, Plant and Equipment	14,247,947	14,161,289
Infrastructure	91,199,176	91,152,808
Work in Progress	0	0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>105,468,119</b>	<b>105,335,093</b>
<b>TOTAL ASSETS</b>	<b>111,069,261</b>	<b>111,593,599</b>
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	186,290	814,638
Long Term Borrowings	(886)	1
Provisions	228,574	228,574
<b>TOTAL CURRENT LIABILITIES</b>	<b>413,978</b>	<b>1,043,213</b>
<b>NON-CURRENT LIABILITIES</b>		
Trade and Other Payables	0	0
Long Term Borrowings	1,308,171	1,308,171
Provisions	17,382	17,382
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>1,325,553</b>	<b>1,325,553</b>
<b>TOTAL LIABILITIES</b>	<b>1,739,531</b>	<b>2,368,766</b>
<b>NET ASSETS</b>	<b>109,329,730</b>	<b>109,224,833</b>
<b>EQUITY</b>		
Trust Imbalance	0	0
Retained Surplus	77,752,004	77,647,107
Reserves - Cash Backed	3,523,240	3,523,240
Revaluation Surplus	28,054,486	28,054,486
<b>TOTAL EQUITY</b>	<b>109,329,730</b>	<b>109,224,833</b>

## Shire of Mt Marshall

For the Period 1 July 2017 to 31 July 2017

### Report on Significant Variances (greater than 10% and \$5,000)

#### Purpose

The purpose of the Monthly Variance Report is to highlight circumstances where there is a major variance from the YTD Monthly Budget and YTD Actual figures. These variances can occur because of a change in timing of the activity, circumstances change (e.g. grants were budgeted for but not received) or changes to the original budget projections. The Report is designed to highlight these issues and explain the reason for the variance.

#### The Materiality variances adopted by Council are:

Actual Variance to YTD Budget up to 5%:	Don't Report
Actual Variance exceeding 10% of YTD Budget	Use Management Discretion
Actual Variance exceeding 10% of YTD Budget and a value greater than \$5,000:	Must Report

**Shire of Mt Marshall**  
**Report on Significant Variances - Operating Income & Expenditure**  
**For the Period 1 July 2017 to 31 July 2017**

	31 July 2017 YTD Actual \$	YTD Budget \$	Budget to Actual YTD %	Budget to Actual YTD Favourable/ (Unfavourable) \$	Components of Variance Favourable/ (Unfavourable) \$	
<b>Revenues/Sources</b>						
Governance	2,464	2,363	4%	101	101	Minor Items
General Purpose Funding	3,433	(1,351,926)	(100%)	1,355,359	1,355,359	Rates not yet raised
					-	Minor Items
Law, Order, Public Safety	91	157	(42%)	(66)	-	
					(66)	Minor Items
Health	-	10,900	0%	(10,900)	(10,900)	NEW Health Reimbursement invoices not yet done
					-	Minor Items
Education and Welfare	14,153	13,357	6%	795	0	Family Support Qtly Grant - timing difference
					795	Minor Items
Housing	8,158	14,233	(43%)	(6,075)	(5,343)	Rental income under budget
					(732)	Minor Items
Community Amenities	-	790	(100%)	(790)		
					(790)	Minor Items
Recreation and Culture	536	2,835	(81%)	(2,299)		
					(2,299)	Minor Items
Transport	445,464	338,443	32%	107,021	106,588	Main Roads Direct Grant over budget
					433	Minor Items

**Shire of Mt Marshall**  
**Report on Significant Variances - Operating Income & Expenditure**  
**For the Period 1 July 2017 to 31 July 2017**

	31 July 2017 YTD Actual \$	YTD Budget \$	Budget to Actual YTD %	Budget to Actual YTD Favourable/ (Unfavourable) \$	Components of Variance Favourable/ (Unfavourable) \$	
Economic Services	11,906	15,925	(25%)	(4,019)	(729)	Beacon Cabins income under budget
					(2,109)	Beacon Barracks income under budget
					(459)	Beacon Caravan Park income under budget
					(880)	Bencubbin Cabins income under budget
					159	Minor Items
Other Property and Services	3,857	6,632	(42%)	(2,775)		
					(2,775)	Minor Items
<b>Total Revenues excl Rates</b>	<b>490,062</b>	<b>(946,291)</b>	<b>(152%)</b>	<b>1,436,352</b>		

<b>Amount Raised from Rates</b>	(24,202)	1,359,994	(102%)	(1,384,196)	(1,355,359)	Rates not yet raised
					(23,882)	Movement in excess rates
					(4,956)	Minor Items



**Shire of Mt Marshall**  
**Report on Significant Variances - Operating Income & Expenditure**  
**For the Period 1 July 2017 to 31 July 2017**

	31 July 2017 YTD Actual \$	YTD Budget \$	Budget to Actual YTD %	Budget to Actual YTD Favourable/ (Unfavourable) \$	Components of Variance Favourable/ (Unfavourable) \$	
<b>(Expenses)/(Applications)</b>						
Governance	(122,246)	(110,806)	(10%)	(11,440)	(4,522) (774) (6,144) 0	Insurance over budget Councillors Expenses over budget - LG Week Travel Admin Allocations - timing <i>Minor Items</i>
General Purpose Funding	(143)	(5,780)	98%	5,637	4,631 1,018 (11)	Admin Expenses - timing Valuation Expenses under budget <i>Minor Items</i>
Law, Order, Public Safety	(9,762)	(14,986)	35%	5,224	4,630 594	Admin Expenses - timing <i>Minor Items</i>
Health	(6,778)	(19,524)	65%	12,746	5,000 5,178 2,568	Medical Practice invoice for July not received NEW Health Wages & Super under budget <i>Minor Items</i>
Education and Welfare	(13,800)	(21,893)	37%	8,093	2,370 2,260 3,463	CDO Wages & Insurance under budget Aged Care Units mtc under budget - timing. All building mtc jobs have been issued and are being worked through when time permits <i>Minor Items</i>
Housing	(54,255)	(63,038)	14%	8,783	8,828 (45)	Staff Housing mtc under budget - timing. All building mtc jobs have been issued and are being worked through when time permits <i>Minor Items</i>
Community Amenities	(11,760)	(21,686)	46%	9,926	2,567 3,037 4,322	Refuse site maintenance under budget - timing Admin Expenses - timing <i>Minor Items</i>

**Shire of Mt Marshall**  
**Report on Significant Variances - Operating Income & Expenditure**  
**For the Period 1 July 2017 to 31 July 2017**

	31 July 2017 YTD Actual \$	YTD Budget \$	Budget to Actual YTD %	Budget to Actual YTD Favourable/ (Unfavourable) \$	Components of Variance Favourable/ (Unfavourable) \$	
Recreation & Culture	(25,590)	(69,263)	63%	43,673	7,507	Public Halls under budget - timing
					4,565	Swimming Pool under budget - timing
					4,609	Libraries under budget - timing
					1,571	Other Culture under budget - timing
					24,056	Sporting Facilities under budget - timing
					1,364	Minor Items
Transport	(49,916)	(233,693)	79%	183,777	23,869	Road Maintenance under budget - timing
					5,184	Street Cleaning under budget - timing
					10,564	Admin Expenses - timing
					139,325	Depreciation under budget - timing
					4,834	Minor Items
Economic Services	(19,878)	(49,231)	60%	29,353	2,021	Worker's Camp Expenditure under budget - offset by lower income
					1,052	Bencubbin Caravan Park under budget
					2,753	Beacon Caravan Park under budget
					1,343	Beacon Barracks under budget
					6,440	Admin Expenses - timing
					12,165	Employment of Economic Development Officer - Timing
					3,580	Minor Items
Other Property and Services	(46,836)	(29,050)	(61%)	(17,786)	(20,856)	Movement in engineering wages accrual
					3,070	Minor Items
<b>Total Expenses/Applications</b>	<b>(360,962)</b>	<b>(638,950)</b>	<b>(6%)</b>	<b>48,980</b>		

**Shire of Mt Marshall**  
**Capital Expenditure Report on Significant Variances**  
**For the Period 1 July 2017 to 31 July 2017**

	Full Year Budget	31 July 2017 YTD Actual	YTD Budget	Budget to Actual YTD %	Budget to Actual YTD Favourable/ (Unfavourable)	Commentary
	\$	\$	\$	%	\$	
<b>Capital Expenditure</b>						
<b>Governance</b>						
Purchase Vehicle - Admin	85,000	-	-	0%	-	
<b>Health</b>						
New Health Purchase Of Motor Vehicle	25,000	-	-	100%	-	
<b>Education &amp; Welfare</b>						
Land & Buildings - Other Welfare	-	128	-	100%	(128)	Allocation error
Purchase Land & Buildings - Welfare Aged	81,600	81,000	81,600	0%	600	
<b>Community Amenities</b>						
Land & Buildings - Community Amenities	5,000	-	-	0%	-	
Water Collection Projects	57,750	12,024	4,812	(150%)	(7,212)	
Portable Toiles	12,000	-	-	0%	-	
<b>Recreation &amp; Culture</b>						
Beacon Recreation Ground Power Upgrade	15,000	-	1,250	0%	1,250	
Other Infrastructure - Beacon Central & Hall Car Parks	30,000	-	2,500	100%	2,500	
Bencubbin Rec Complex	2,447,761	5,530	10,000	45%	4,471	
<b>Transport</b>						
Road Construction	2,172,228	34,344	-	0%	(34,344)	Timing
Footpath Construction	20,000	-	-	0%	-	
Plant Purchases	440,000	-	-	0%	-	
Beacon Airstrip Upgrade	400,000	-	-	0%	-	
Motor Vehicle Purchases	97,000	-	-	0%	-	
<b>Economic Services</b>						
Sandalwood Shops Capital Works	22,000	-	1,833	100%	1,833	
<b>Total Capital Expenditure</b>	<b>5,910,339</b>	<b>133,025</b>	<b>101,995</b>	<b>(30%)</b>	<b>(31,030)</b>	



## **Shire of Mt Marshall**

### **Monthly Statement of Financial Activity**

**For the Period 1 July 2017 to 31 August 2017**

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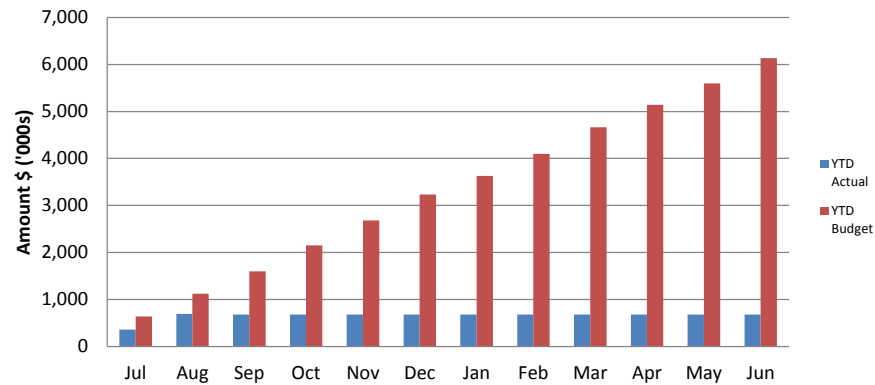
**Shire of Mt Marshall**  
**Statement of Financial Activity**  
**For the period 1 July 2017 to 31 August 2017**

		Actual YTD 2017/2018	Budget YTD 2017/2018	Original Full Year Budget 2017/2018	Variance Budget to Actual YTD %                  \$
NOTE					
<b>Operating Revenue</b>					
	Governance	8,005	4,726	28,399	69%      3,279
	General Purpose Funding	299,899	327,807	1,322,909	(9%)      (27,908)
	Law, Order & Public Safety	194	3,199	13,443	(94%)      (3,005)
	Health	0	21,800	130,800	(100%)      (21,800)
	Education & Welfare	18,551	16,814	81,101	10%      1,737
	Housing	22,152	28,466	170,820	(22%)      (6,314)
	Community Amenities	103,513	103,104	139,899	0%      409
	Recreation & Culture	2,680	5,670	1,051,449	(53%)      (2,990)
	Transport	445,981	339,009	2,006,528	32%      106,972
	Economic Services	28,213	31,850	221,935	(11%)      (3,637)
	Other Property & Services	28,921	13,264	74,600	118%      15,657
		<b>958,110</b>	<b>895,709</b>	<b>5,241,882</b>	
<b>Operating Expenses</b>					
	Governance	(106,204)	(156,938)	(431,176)	(32%)      50,734
	General Purpose Funding	(9,106)	(11,560)	(69,371)	(21%)      2,454
	Law, Order & Public Safety	(20,063)	(23,712)	(112,080)	(15%)      3,649
	Health	(28,237)	(38,708)	(267,025)	(27%)      10,471
	Education & Welfare	(38,422)	(41,576)	(243,435)	(8%)      3,154
	Housing	(136,791)	(86,481)	(541,937)	58%      (50,310)
	Community Amenities	(33,533)	(43,092)	(257,623)	(22%)      9,559
	Recreation & Culture	(80,439)	(129,176)	(849,490)	(38%)      48,737
	Transport	(144,066)	(465,886)	(2,771,956)	(69%)      321,820
	Economic Services	(67,518)	(95,597)	(562,388)	(29%)      28,079
	Other Property & Services	(30,361)	(27,875)	(24,981)	9%      (2,486)
		<b>(694,740)</b>	<b>(1,120,601)</b>	<b>(6,131,463)</b>	
<b>Adjustments for Non-Cash (Revenue) and Expenditure</b>					
	(Profit)/Loss on Asset Disposals	2      0	60,000	60,000	
	Employee benefit Provisions Cash Backed	0	4	4	
	Depreciation on Assets	0	378,760	2,272,558	
<b>Capital Revenue and (Expenditure)</b>					
	Purchase Property Plant & Equipment	1      (107,272)	(204,766)	(3,230,361)	
	Purchase Infrastructure Assets	1      (129,235)	(105,224)	(2,679,978)	
	Repayment of Debenture	3      (1,778)	(106,412)	(106,412)	
	Proceeds from New Debenture	3      0	0	0	
	Self-Supporting Loan Principal Income	1,778	19,407	19,407	
	Proceeds from Disposal of Assets	2      0	260,000	260,000	
<b>Reserves and Restricted Funds</b>					
	Transfers to Reserves	4      0	(486,659)	(486,659)	
	Transfers from Reserves	4      0	1,633,127	1,633,127	
	ADD Net Current Assets July 1 B/Fwd.	5      1,788,610	1,787,900	1,787,900	
	LESS Net Current Assets Year to Date	5      (3,186,857)	(4,371,239)	0	
	<b>Amount Raised from Rates</b>	6 <b>(1,371,384)</b>	<b>(1,359,995)</b>	<b>(1,359,995)</b>	

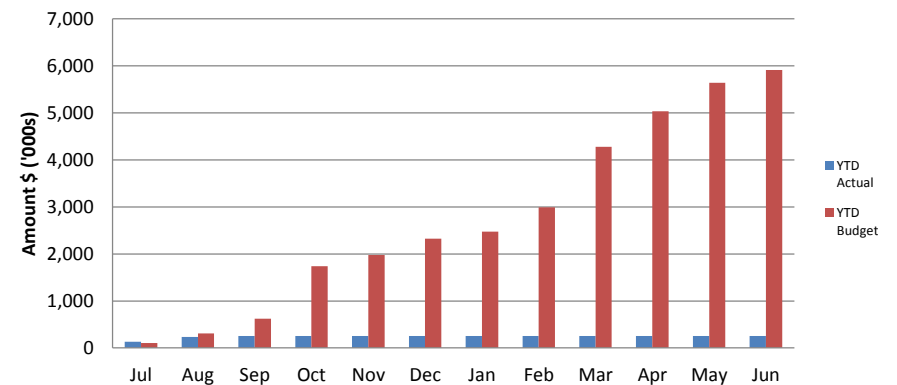
## Shire of Mt Marshall

For the period 1 July 2017 to 31 August 2017

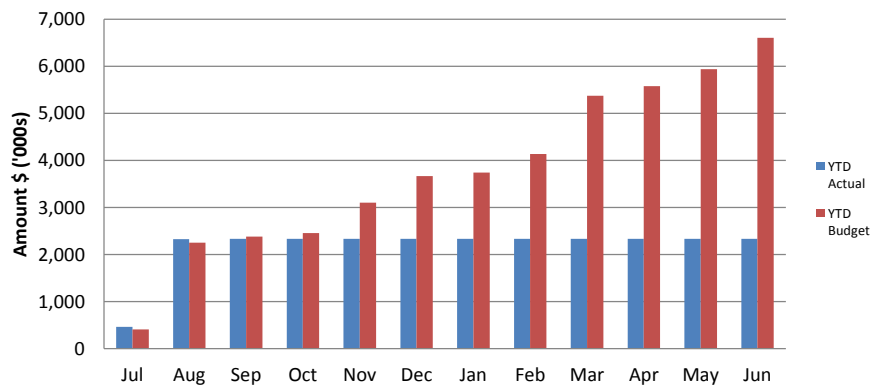
### Operating Expenditure



### Capital Works & Equipment Purchases



### Operating Income



### Cash at Bank



# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 August 2017

	2017/18 Adopted Budget \$	31-Aug-17 Actual \$	31-Aug-17 Budget YDT \$
<b>1. ACQUISITION OF ASSETS</b>			
The following assets have been acquired during the period under review:			
<b><u>By Program</u></b>			
<b>Governance</b>			
<i>Administration General</i>			
Purchase Vehicle - Admin	85,000	0	0
<b>Health</b>			
<i>NEW Health Vehicles</i>			
New Health Purchase Of Motor Vehicle	25,000	0	0
<b>Education &amp; Welfare</b>			
<i>Aged &amp; Disabled Welfare</i>			
Purchase Land & Buildings - Welfare Aged	81,600	81,600	81,600
Land & Buildings - Other Welfare	0	128	0
<b>Community Amenities</b>			
<i>Protection of the Environment</i>			
Land & Buildings - Community Amenities	5,000	0	0
<i>Other Community Ammenities</i>			
Beacon And Bencubbin Water Collection	57,750	12,572	9,624
Purchase Of Plant	12,000	0	0
<b>Recreation and Culture</b>			
<i>Sporting Facilities</i>			
Land & Buildings - Sporting Facilities	15,000	0	2,500
Infrastructure Other Purchases	30,000	0	5,000
Land & Buildings - Bencubbin Recreation	2,447,761	25,545	20,000
<b>Transport</b>			
<i>Construction - Roads, Bridges, Depots</i>			
Roads To Recovery Road Works	918,567	36,162	90,600
State Road Projects Grant	1,163,861	80,500	0
Municipal Road Construction	89,800	0	0
Footpath Construction	20,000	0	0
<i>Road Plant Purchases</i>			
Plant Purchases	440,000	0	0
Motor Vehicle Purchases	97,000	0	97,000
<i>Airstrips</i>			
Beacon Airstrip Upgrade	400,000	0	0
<b>Economic Services</b>			
<i>Tourism &amp; Area Promotion</i>			
Purchase Land And Buildings	22,000	0	3,666
<i>Other Economic Services</i>			
Infrastructure Other	0	0	0
	<u>5,910,339</u>	<u>236,507</u>	<u>309,990</u>





## Shire of Mt Marshall

### Notes to and forming part of the Statement of Financial Activity

#### For the Period 1 July 2017 to 31 August 2017

1. ACQUISITION OF ASSETS (Continued)	2017/18 Adopted Budget \$	31-Aug-17 Actual \$	31-Aug-17 Budget YDT \$
The following assets have been acquired during the period under review:			
<b><u>By Class</u></b>			
Land Held for Resale - Current	0	0	0
Land Held for Resale - Non Current	0	0	0
Land	0	0	0
Land & Buildings	2,571,361	107,272	107,766
Furniture & Equipment	0	0	0
Motor Vehicles	207,000	0	97,000
Plant & Equipment	452,000	0	0
Infrastructure - Roads	2,172,228	116,662	90,600
Infrastructure - Footpaths	20,000	0	0
Infrastructure - Ovals & Parks	0	0	0
Infrastructure - Other	487,750	12,572	14,624
	<u>5,910,339</u>	<u>236,507</u>	<u>309,990</u>

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 August 2017

### 2. DISPOSALS OF ASSETS

The following assets have been disposed of during the period under review:

<u>By Program</u>	Written Down Value		Sale Proceeds		Profit(Loss)	
	2017/18 Budget \$	August 2017 Actual \$	2017/18 Budget \$	August 2017 Actual \$	2017/18 Budget \$	August 2017 Actual \$
<b>Administration</b>						
Admin Vehicle	47,000	0	60,000	0	13,000	0
<b>Health</b>						
NEW Health Vehicles	0	0	60,000	0	60,000	0
<b>Housing</b>						
Lot 158 Brown St, Bencubbin	105,000	0	20,000	0	(85,000)	0
<b>Transport</b>						
Grader	110,000	0	70,000	0.00	(40,000)	0
UD Nissan 5 Tonne Mtc	22,000	0	20,000	0.00	(2,000)	0
Utility - MM276	13,000	0	10,000	0.00	(3,000)	0
Utility - MM136	13,000	0	10,000	0	(3,000)	0
Utility - MM170	10,000	0	10,000	0.00	0	0
	320,000	0	260,000	0	(60,000)	0

<u>By Class of Asset</u>	Written Down Value		Sale Proceeds		Profit(Loss)	
	2017/18 Budget \$	August 2017 Actual \$	2017/18 Budget \$	August 2017 Actual \$	2017/18 Budget \$	August 2017 Actual \$
Motor Vehicles	69,000	0.00	80,000	0.00	11,000	0
Land & Buildings	105,000	0.00	20,000	0.00	(85,000)	0
Plant & Equipment	123,000	0.00	80,000	0.00	(43,000)	0
	297,000	0	180,000	0	(117,000)	0

### Summary

Profit on Asset Disposals  
Loss on Asset Disposals

2017/18 Adopted Budget \$	August 2017 Actual \$
73,000	0
(133,000)	0
(60,000)	0

## Shire of Mt Marshall

### Notes to and forming part of the Statement of Financial Activity

**For the Period 1 July 2017 to 31 August 2017**

#### 3. INFORMATION ON BORROWINGS

##### (a) Debenture Repayments

Particulars	Principal 1-Jul-17	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		2017/18 Budget \$	2017/18 Actual \$	2017/18 Budget \$	2017/18 Actual \$	2017/18 Budget \$	2017/18 Actual \$	2017/18 Budget \$	2017/18 Actual \$
<b>General Purpose Funding</b>									
Loan 119 - Benny Mart *	29,831	0	0	10,913	1,778	18,918	28,053	797	162
<b>Housing</b>									
Loan 118 - Staff Housing	114,773	0	0	55,613	0	59,160	114,773	6,348	(118)
<b>Recreation &amp; Culture</b>									
Loan 120 - Bencubbin Rec Complex Shire	432,600	0	0	14,699	0	417,901	0	16,515	(2,920)
Loan 121 - Bencubbin Rec SAR	491,300	0	0	16,693	0	474,607	0	18,756	(3,317)
Loan 122 - Bencubbin Rec Complex CRC*	250,000	0	0	8,494	0	241,506	0	9,544	(1,688)
<i>(Anticipated Lending Dates 2017/18)</i>									
	1,318,504	0	0	106,412	1,778	1,212,092	142,826	51,960	(7,881)

(\*) Self supporting loan financed by payments from third parties.

All other loan repayments were financed by general purpose revenue.

##### (b) New Debentures - 2016/17

Council is currently negotiating new debentures in relation to the Bencubbin Recreation Complex Redevelopment as above.

It is anticipated that the new debentures will be taken out in the 2017/18 financial year and no repayments will be made during the current financial year.

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 August 2017

	2017/18 Adopted Budget \$	August 2017 Actual \$
<b>4. CASH BACKED RESERVES</b>		
<b>(a) Plant Replacement Reserve</b>		
Opening Balance	423,392	423,392
Amount Set Aside / Transfer to Reserve	10,585	0
Amount Used / Transfer from Reserve	(73,000)	0
	<u>360,977</u>	<u>423,392</u>
<b>(b) Aged Care Units Reserve</b>		
Opening Balance	169,020	169,020
Amount Set Aside / Transfer to Reserve	4,225	0
Amount Used / Transfer from Reserve	(81,600)	0
	<u>91,645</u>	<u>169,020</u>
<b>(c) Community Housing Reserve</b>		
Opening Balance	39,103	39,103
Amount Set Aside / Transfer to Reserve	0	0
Amount Used / Transfer from Reserve	(39,103)	0
	<u>0</u>	<u>39,103</u>
<b>(d) Council Staff Housing Reserve</b>		
Opening Balance	33,500	33,500
Amount Set Aside / Transfer to Reserve	214,941	0
Amount Used / Transfer from Reserve	0	0
	<u>248,441</u>	<u>33,500</u>
<b>(e) Employee Entitlements Reserve</b>		
Opening Balance	93,414	93,414
Amount Set Aside / Transfer to Reserve	2,335	0
Amount Used / Transfer from Reserve	0	0
	<u>95,749</u>	<u>93,414</u>
<b>(f) Public Amenities &amp; Buildings Reserve</b>		
Opening Balance	552,005	552,007
Amount Set Aside / Transfer to Reserve	13,800	0
Amount Used / Transfer from Reserve	(308,700)	0
	<u>257,105</u>	<u>552,007</u>
<b>(g) Bencubbin Aquatic Centre Development Reserve</b>		
Opening Balance	868,179	868,179
Amount Set Aside / Transfer to Reserve	71,704	0
Amount Used / Transfer from Reserve	0	0
	<u>939,883</u>	<u>868,179</u>
<b>(h) Community Bus Reserve</b>		
Opening Balance	115,072	115,072
Amount Set Aside / Transfer to Reserve	2,877	0
Amount Used / Transfer from Reserve	0	0
	<u>117,949</u>	<u>115,072</u>

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 August 2017

	2017/18 Adopted Budget \$	August 2017 Actual \$
<b>4. RESERVES (Continued)</b>		
<b>(i) Bencubbin Recreation Complex Reserve</b>		
Opening Balance	1,138,653	1,138,653
Amount Set Aside / Transfer to Reserve	28,466	0
Amount Used / Transfer from Reserve	(1,128,847)	0
	<u>38,272</u>	<u>1,138,653</u>
<b>(j) Office Equipment Reserve</b>		
Opening Balance	15,941	15,941
Amount Set Aside / Transfer to Reserve	399	0
Amount Used / Transfer from Reserve	0	0
	<u>16,340</u>	<u>15,941</u>
<b>(k) Economic Development Reserve</b>		
Opening Balance	4,250	4,250
Amount Set Aside / Transfer to Reserve	70,106	0
Amount Used / Transfer from Reserve	0	0
	<u>74,356</u>	<u>4,250</u>
<b>(l) Integrated Planning/Financial Reporting Reserve</b>		
Opening Balance	1,878	1,878
Amount Set Aside / Transfer to Reserve	0	0
Amount Used / Transfer from Reserve	(1,878)	0
	<u>0</u>	<u>1,878</u>
<b>(m) Beacon Accommodation Reserve</b>		
Opening Balance	68,834	68,834
Amount Set Aside / Transfer to Reserve	51,721	0
Amount Used / Transfer from Reserve	0	0
	<u>120,555</u>	<u>68,834</u>
<b>(n) Medical Enhancement Reserve</b>		
Opening Balance	0	0
Amount Set Aside / Transfer to Reserve	7,500	0
Amount Used / Transfer from Reserve	0	0
	<u>7,500</u>	<u>0</u>
<b>(o) Bencubbin Community Resource Centre Reserve</b>		
Opening Balance	0	0
Amount Set Aside / Transfer to Reserve	8,000	0
Amount Used / Transfer from Reserve	0	0
	<u>8,000</u>	<u>0</u>
<b>Total Cash Backed Reserves</b>	<u><u>2,376,772</u></u>	<u><u>3,523,243</u></u>

All of the above reserve accounts are to be supported by money held in financial institutions.

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 August 2017

	2017/18 Adopted Budget \$	August 2017 Actual \$
<b>4. RESERVES (Continued)</b>		
<b>Cash Backed Reserves (Continued)</b>		
<b>Summary of Transfers To Cash Backed Reserves</b>		
<b>Transfers to Reserves</b>		
Plant Replacement Reserve	10,585	0
Aged Care Units Reserve	4,225	0
Community Housing Reserve	0	0
Council Staff Housing Reserve	214,941	0
Employee Entitlements Reserve	2,335	0
Public Amenities & Buildings Reserve	13,800	0
Bencubbin Aquatic Centre Development Reser	71,704	0
Community Bus Reserve	2,877	0
Bencubbin Recreation Complex Reserve	28,466	0
Office Equipment Reserve	399	0
Economic Development Reserve	70,106	0
Integrated Planning/Financial Reporting Reserv	0	0
Beacon Accommodation Reserve	51,721	0
Medical Enhancement Reserve	7,500	0
Bencubbin Community Resource Centre Reser	8,000	0
	<b>486,659</b>	<b>0</b>
<b>Transfers from Reserves</b>		
Plant Replacement Reserve	(73,000)	0
Aged Care Units Reserve	(81,600)	0
Community Housing Reserve	(39,103)	0
Council Staff Housing Reserve	0	0
Employee Entitlements Reserve	0	0
Public Amenities & Buildings Reserve	(308,700)	0
Bencubbin Aquatic Centre Development Reser	0	0
Community Bus Reserve	0	0
Bencubbin Recreation Complex Reserve	(1,128,847)	0
Office Equipment Reserve	0	0
Economic Development Reserve	0	0
Integrated Planning/Financial Reporting Reserv	(1,877)	0
Beacon Accommodation Reserve	0	0
Medical Enhancement Reserve	0	0
Bencubbin Community Resource Centre Reser	0	0
	<b>(1,633,127)</b>	<b>0</b>
<b>Total Transfer to/(from) Reserves</b>	<b>(1,146,468)</b>	<b>0</b>

## Shire of Mt Marshall

### Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 August 2017

#### 4. RESERVES (Continued)

In accordance with council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

**Plant Replacement Reserve**

- To fund the purchase of plant which exceeds Council's capitalisation threshold, so as to avoid undue heavy burden in a single year

**Aged Care Units Reserve**

- To fund capital works on existing Aged Care Units or construction of new Aged Care Units.

**Community Housing Reserve**

- To fund the future maintenance of Homeswest Joint Venture/Community Housing projects

**Council Staff Housing Reserve**

- To fund the replacement of staff housing and any major maintenance

**Employee Entitlement Reserve**

- To be used to fund Long Service Leave requirement / other accrued leave

**Public Amenities & Buildings**

- To help fund future building maintenance requirements to the shire's buildings.

**Bencubbin Aquatic Centre Development**

- To finance future capital and maintenance upgrades for the Bencubbin Aquatic Centre

**Community Bus Reserve**

- To finance the replacement of the community bus

**Bencubbin Recreation Complex**

- To provide funding for future extensions to the Bencubbin Complex

**Office Equipment**

- To replace office equipment as required

**Integrated Planning/Financial Reporting Reserve**

- To set aside funds for expenditure on Council's integrated planning process.

**Beacon Accommodation Reserve**

- To set aside funds for the provision of transient accommodation in Beacon.

**Economic Development Reserve**

- To set aside funds for Economic Development initiatives.

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 August 2017

	2017/18 B/Fwd Per Approved Budget \$	2016/17 B/Fwd Per Financial Report \$	August 2017 Actual \$
<b>5. NET CURRENT ASSETS</b>			
<b>Composition of Estimated Net Current Asset Position</b>			
<b>CURRENT ASSETS</b>			
Cash - Unrestricted	2,448,039	2,448,039	1,478,429
Cash - Restricted Unspent Grants	0	0	0
Cash - Restricted Unspent Loans	0	0	0
Cash - Restricted Reserves	3,523,240	3,523,240	3,523,240
Rates Outstanding	129,874	129,874	1,589,577
Sundry Debtors	202,045	202,045	532,776
Provision for Doubtful Debts	(63,433)	(63,433)	(63,433)
Gst Receivable	(79)	(79)	11,934
Accrued Income/Payments In Advance	0	0	(22,924)
Loans - Clubs/Institutions	0	0	0
Inventories	21,963	21,963	17,402
	<u>6,261,649</u>	<u>6,261,649</u>	<u>7,067,001</u>
<b>LESS: CURRENT LIABILITIES</b>			
Sundry Creditors	(801,179)	(801,179)	(172,104)
Accrued Interest On Loans	(8,055)	(8,055)	0
Accrued Salaries & Wages	(4,823)	(4,823)	197
Income In Advance	0	0	0
Gst Payable	(1)	(1)	(7,056)
Payroll Creditors	(1,291)	(581)	(42,781)
Accrued Expenses	0	0	0
FBT Liability	0	0	0
Current Employee Benefits Provision	(228,574)	(228,574)	(228,574)
Current Loan Liability	(1)	(1)	1,777
	<u>(1,043,924)</u>	<u>(1,043,214)</u>	<u>(448,541)</u>
<b>NET CURRENT ASSET POSITION</b>	5,217,725	5,218,435	6,618,460
Less: Cash - Reserves - Restricted	(3,523,240)	(3,523,240)	(3,523,240)
Less: Cash - Unspent Grants - Restricted	0	0	0
Less: Current Loans- Clubs / Institutions	0	0	0
Add Back : Component of Leave Liability not Required to be Funded	93,414	93,414	93,414
Add Back : Current Loan Liability	1	1	(1,777)
Adjustment for Trust Transactions Within Muni	0	0	0
<b>ESTIMATED SURPLUS/(DEFICIENCY) C/FWD</b>	<u>1,787,900</u>	<u>1,788,610</u>	<u>3,186,857</u>



# Shire of Mt Marshall

## NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

For the Period 1 July 2017 to 31 August 2017

### 6. RATING INFORMATION

RATE TYPE	Rate in \$	Number of Properties	Rateable Value \$	2017/18 Rate Revenue \$	2017/18 Interim Rates \$	2017/18 Back Rates \$	2017/18 Total Revenue \$	2017/18 Budget \$
<b>General Rate</b>								
GRV	0.126380	310	765,707	96,770			96,770	96,770
UV	0.018321	131	69,319,494	1,270,002			1,270,002	1,270,002
Mining	0.018321	1	4,100	753			753	753
<b>Sub-Totals</b>		442	70,089,301	1,367,525	0	0	1,367,525	1,367,525
<b>Minimum Rates</b>	<b>Minimum \$</b>							
GRV	395	25	194,853	16,590			16,590	16,590
UV	395	42	53,998	9,875			9,875	9,875
Mining	395	12	10,593	4,740			4,740	4,740
<b>Sub-Totals</b>		54	64,591	14,615	0	0	31,205	31,205
Discounts							1,398,730	1,398,730
Rates Written off							(3,176)	(50,000)
<b>Total Amount of General Rates</b>							(1)	(200)
Movement in Excess Rates							1,395,554	1,348,530
Ex Gratia Rates							(24,176)	(3,536)
Specified Area Rates							0	15,000
<b>Total Rates</b>							28,262	28,262
							1,371,378	1,388,256

All land except exempt land in the Shire of Mt Marshall is rated according to its Gross Rental Value (GRV) in townsites or Unimproved Value (UV) in the remainder of the Shire.

The general rates detailed above have been determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates and also bearing considering the extent of any increase in rating over the level adopted in the previous year.

The minimum rates have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of the Local Government services/facilities.

## Shire of Mt Marshall

### Notes to and forming part of the Statement of Financial Activity

**For the Period 1 July 2017 to 31 August 2017**

#### 7. TRUST FUNDS

Funds held at balance date over which the Municipality has no control and which are not included in this statement are as follows:

Detail	Balance 01-Jul-17 \$	Amounts Received \$	Amounts Paid (\$)	August 2017 Balance \$
Police Licensing	36,024	18,494	(54,415)	102
Aged Care Beautification	829	0	0	829
Unclaimed Monies	59	0	0	59
Nomination Deposits	0	0	0	0
Prepaid Rates	0	0	0	0
Tree Planting Nursery	1,000	0	0	1,000
Sundry Creditors	0	0	0	0
Housing Bonds	9,580	1,060	0	10,640
Staff Social Club	4,280	0	(354)	3,926
Newroc Advance Account	0	0	0	0
Portable Toilet Bonds	0	0	0	0
Deposit on Land	1,000	0	0	1,000
Emergency Services Levy	0	0	0	0
Building Levy	0	0	0	0
Mt Marshall LCDC	0	0	0	0
Benc - Beacon Tourist Committee	0	0	0	0
Rehabilitation Bonds	5,000	0	0	5,000
	<u>57,772</u>	<u>19,554</u>	<u>(54,769)</u>	<u>22,556</u>

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 August 2017

### 8. OPERATING STATEMENT

	August 2017 Actual \$	2017/18 Adopted Budget \$	2016/17 Actual \$
<b>OPERATING REVENUES</b>			
Governance	8,005	28,399	49,490
General Purpose Funding	1,671,277	2,682,903	4,836,924
Law, Order, Public Safety	194	13,443	16,246
Health	0	130,800	0
Education and Welfare	18,551	81,101	80,434
Housing	22,152	170,820	172,430
Community Amenities	103,513	139,899	134,683
Recreation and Culture	2,680	1,051,449	60,894
Transport	445,981	2,006,528	1,659,802
Economic Services	28,213	221,935	201,433
Other Property and Services	28,921	74,600	56,581
<b>TOTAL OPERATING REVENUE</b>	<b>2,329,487</b>	<b>6,601,876</b>	<b>7,268,917</b>
<b>OPERATING EXPENSES</b>			
Governance	106,204	431,176	357,127
General Purpose Funding	9,106	69,371	106,516
Law, Order, Public Safety	20,063	112,080	90,872
Health	28,237	267,025	146,457
Education and Welfare	38,422	243,435	219,609
Housing	136,791	541,937	389,369
Community Amenities	33,533	257,623	249,870
Recreation & Culture	80,439	849,490	769,217
Transport	144,065	2,771,956	2,793,297
Economic Services	67,518	562,388	375,237
Other Property and Services	30,361	24,981	18,976
<b>TOTAL OPERATING EXPENSE</b>	<b>694,739</b>	<b>6,131,463</b>	<b>5,516,547</b>
<b>CHANGE IN NET ASSETS RESULTING FROM OPERATIONS</b>	<b><u>1,634,748</u></b>	<b><u>470,413</u></b>	<b><u>1,752,370</u></b>

# Shire of Mt Marshall

## Notes to and forming part of the Statement of Financial Activity

For the Period 1 July 2017 to 31 August 2017

### 9. BALANCE SHEET

	August 2017 Actual \$	2016/17 Actual \$
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	5,001,669	5,971,279
Trade and Other Receivables	2,043,004	265,264
Inventories	17,402	21,963
<b>TOTAL CURRENT ASSETS</b>	<b>7,062,075</b>	<b>6,258,506</b>
<b>NON-CURRENT ASSETS</b>		
Other Receivables	20,996	20,996
Inventories	0	0
Property, Plant and Equipment	14,268,562	14,161,289
Infrastructure	91,282,043	91,152,808
Work in Progress	0	0
<b>TOTAL NON-CURRENT ASSETS</b>	<b>105,571,601</b>	<b>105,335,093</b>
<b>TOTAL ASSETS</b>	<b>112,633,676</b>	<b>111,593,599</b>
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	221,745	814,638
Long Term Borrowings	(1,777)	1
Provisions	228,574	228,574
<b>TOTAL CURRENT LIABILITIES</b>	<b>448,542</b>	<b>1,043,213</b>
<b>NON-CURRENT LIABILITIES</b>		
Trade and Other Payables	0	0
Long Term Borrowings	1,308,171	1,308,171
Provisions	17,382	17,382
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>1,325,553</b>	<b>1,325,553</b>
<b>TOTAL LIABILITIES</b>	<b>1,774,095</b>	<b>2,368,766</b>
<b>NET ASSETS</b>	<b>110,859,581</b>	<b>109,224,833</b>
<b>EQUITY</b>		
Trust Imbalance	0	0
Retained Surplus	79,281,855	77,647,107
Reserves - Cash Backed	3,523,240	3,523,240
Revaluation Surplus	28,054,486	28,054,486
<b>TOTAL EQUITY</b>	<b>110,859,581</b>	<b>109,224,833</b>

## Shire of Mt Marshall

For the Period 1 July 2017 to 31 August 2017

### Report on Significant Variances (greater than 10% and \$5,000)

#### Purpose

The purpose of the Monthly Variance Report is to highlight circumstances where there is a major variance from the YTD Monthly Budget and YTD Actual figures. These variances can occur because of a change in timing of the activity, circumstances change (e.g. grants were budgeted for but not received) or changes to the original budget projections. The Report is designed to highlight these issues and explain the reason for the variance.

#### The Materiality variances adopted by Council are:

Actual Variance to YTD Budget up to 5%:	Don't Report
Actual Variance exceeding 10% of YTD Budget	Use Management Discretion
Actual Variance exceeding 10% of YTD Budget and a value greater than \$5,000:	Must Report

**Shire of Mt Marshall**  
**Report on Significant Variances - Operating Income & Expenditure**  
**For the Period 1 July 2017 to 31 August 2017**

	31 August 2017 YTD Actual \$	YTD Budget \$	Budget to Actual YTD %	Budget to Actual YTD Favourable/ (Unfavourable) \$	Components of Variance Favourable/ (Unfavourable) \$	
<b>Revenues/Sources</b>						
Governance	8,005	4,726	69%	3,279	3,279	Minor Items
General Purpose Funding	299,899	327,807	(9%)	(27,908)	(23,588)	Movement in excess rates
					(28,955)	FAGS under budget
					(14,508)	Interest on Reserves under budget - timing
					46,824	Rates discount under budget - timing
					(7,682)	Minor Items
Law, Order, Public Safety	194	3,199	(94%)	(3,005)	(3,005)	Minor Items
Health	-	21,800	0%	(21,800)	(21,800)	NEW Health Reimbursement invoices not yet done
					-	Minor Items
Education and Welfare	18,551	16,814	10%	1,737	0	Family Support Qtly Grant - timing difference
					1,737	Minor Items
Housing	22,152	28,466	(22%)	(6,314)	(6,818)	Rental income under budget
					504	Minor Items
Community Amenities	103,513	103,104	0%	409	409	Minor Items
Recreation and Culture	2,680	5,670	(53%)	(2,990)	(2,990)	Minor Items
Transport	445,981	339,009	32%	106,972	106,588	Main Roads Direct Grant over budget
					384	Minor Items

**Shire of Mt Marshall**  
**Report on Significant Variances - Operating Income & Expenditure**  
**For the Period 1 July 2017 to 31 August 2017**

	31 August 2017 YTD Actual \$	YTD Budget \$	Budget to Actual YTD %	Budget to Actual YTD Favourable/ (Unfavourable) \$	Components of Variance Favourable/ (Unfavourable) \$	
Economic Services	28,213	31,850	(11%)	(3,637)	(944)	Beacon Cabins income under budget
					(3,617)	Beacon Barracks income under budget
					(2,740)	Bencubbin Cabins income under budget
					3,664	Minor Items
Other Property and Services	28,921	13,264	118%	15,657	23,932	Reimbursement of licencing fees over charged
					(3,309)	Private Works income under budget
					(4,966)	Minor Items
<b>Total Revenues excl Rates</b>	<b>958,110</b>	<b>895,709</b>	<b>7%</b>	<b>62,401</b>		
<b>Amount Raised from Rates</b>	<b>1,371,384</b>	<b>1,359,995</b>	<b>1%</b>	<b>11,389</b>	<b>15,000</b>	Ex Gratia rates not yet raised
					(3,611)	Minor Items

**Shire of Mt Marshall**  
**Report on Significant Variances - Operating Income & Expenditure**  
**For the Period 1 July 2017 to 31 August 2017**

	31 August 2017 YTD Actual \$	YTD Budget \$	Budget to Actual YTD %	Budget to Actual YTD Favourable/ (Unfavourable) \$	Components of Variance Favourable/ (Unfavourable) \$	
<b>(Expenses)/(Applications)</b>						
Governance	(106,204)	(156,938)	32%	50,734	17,115	Subscriptions under budget
					25,230	Consultants under budget
					8,250	Workers Comp Insurance under budget
					139	Minor Items
General Purpose Funding	(9,106)	(11,560)	21%	2,454		
					2,101	Valuation Expenses under budget
					354	Minor Items
Law, Order, Public Safety	(20,063)	(23,712)	15%	3,649		
					3,649	Minor Items
Health	(28,237)	(38,708)	27%	10,471	10,000	Medical Practice invoice for July & August not received
					471	Minor Items
Education and Welfare	(38,422)	(41,576)	8%	3,154		
					3,154	Minor Items
Housing	(136,791)	(86,481)	(58%)	(50,310)	(51,561)	Community Housing mtc under budget - timing. All building mtc jobs have been issued and are being worked through when time permits
					1,250	Minor Items
Community Amenities	(33,533)	(43,092)	22%	9,559	2,777	Refuse site maintenance under budget - timing
					1,550	Town Planning Consultants under budget
					5,233	Minor Items



**Shire of Mt Marshall**  
**Report on Significant Variances - Operating Income & Expenditure**  
**For the Period 1 July 2017 to 31 August 2017**

	31 August 2017 YTD	31 August 2017 YTD	Budget to Actual YTD	Budget to Actual YTD	Components of Variance	
	Actual	Budget		Favourable/ (Unfavourable)	Favourable/ (Unfavourable)	
	\$	\$	%	\$	\$	
Recreation & Culture	(80,439)	(129,176)	38%	48,737	10,475	Public Halls under budget - timing
					5,144	Swimming Pool under budget - timing
					36,812	Sporting Facilities under budget - timing
					(3,695)	Minor Items
Transport	(144,066)	(465,886)	69%	321,820	26,211	Road Maintenance under budget - timing
					9,120	Street Cleaning under budget - timing
					2,500	Traffic signs under budget - timing
					278,650	Depreciation under budget - timing
					5,339	Minor Items
Economic Services	(67,518)	(95,597)	29%	28,079		
					1,049	Beacon Caravan Park under budget
					2,220	Beacon Barracks under budget
					24,330	Employment of Economic Development Officer - Timing
					480	Minor Items
Other Property and Services	(30,361)	(27,875)	(9%)	(2,486)		
					(2,486)	Minor Items
<b>Total Expenses/Applications</b>	<b>(694,740)</b>	<b>(1,120,601)</b>	<b>(6%)</b>	<b>48,980</b>		

**Shire of Mt Marshall**  
**Capital Expenditure Report on Significant Variances**  
**For the Period 1 July 2017 to 31 August 2017**

	Full Year Budget	31 August 2017 YTD Actual	YTD Budget	Budget to Actual YTD %	Budget to Actual YTD Favourable/ (Unfavourable)	Commentary
	\$	\$	\$	%	\$	
<b>Capital Expenditure</b>						
<b>Governance</b>						
Purchase Vehicle - Admin	85,000	-	-	0%	-	
<b>Health</b>						
New Health Purchase Of Motor Vehicle	25,000	-	-	100%	-	
<b>Education &amp; Welfare</b>						
Land & Buildings - Other Welfare	-	128	-	100%	(128)	Allocation error
Purchase Land & Buildings - Welfare Aged	81,600	81,600	81,600	0%	-	
<b>Community Amenities</b>						
Land & Buildings - Community Amenities	5,000	-	-	0%	-	
Water Collection Projects	57,750	12,572	9,624	(31%)	(2,948)	
Portable Toiles	12,000	-	-	0%	-	
<b>Recreation &amp; Culture</b>						
Beacon Recreation Ground Power Upgrade	15,000	-	2,500	0%	2,500	
Other Infrastructure - Beacon Central & Hall Car Parks	30,000	-	5,000	100%	5,000	
Bencubbin Rec Complex	2,447,761	25,545	20,000	(28%)	(5,545)	
<b>Transport</b>						
Road Construction	2,172,228	116,662	90,600	0%	(26,062)	Timing
Footpath Construction	20,000	-	-	0%	-	
Plant Purchases	440,000	-	-	0%	-	
Beacon Airstrip Upgrade	400,000	-	-	0%	-	
Motor Vehicle Purchases	97,000	-	97,000	0%	97,000	
<b>Economic Services</b>						
Sandalwood Shops Capital Works	22,000	-	3,666	100%	3,666	
<b>Total Capital Expenditure</b>	<b>5,910,339</b>	<b>236,507</b>	<b>309,990</b>	<b>24%</b>	<b>73,483</b>	