



Shire of Mt Marshall

LONG TERM FINANCIAL PLAN

2017/18 to 2026/27

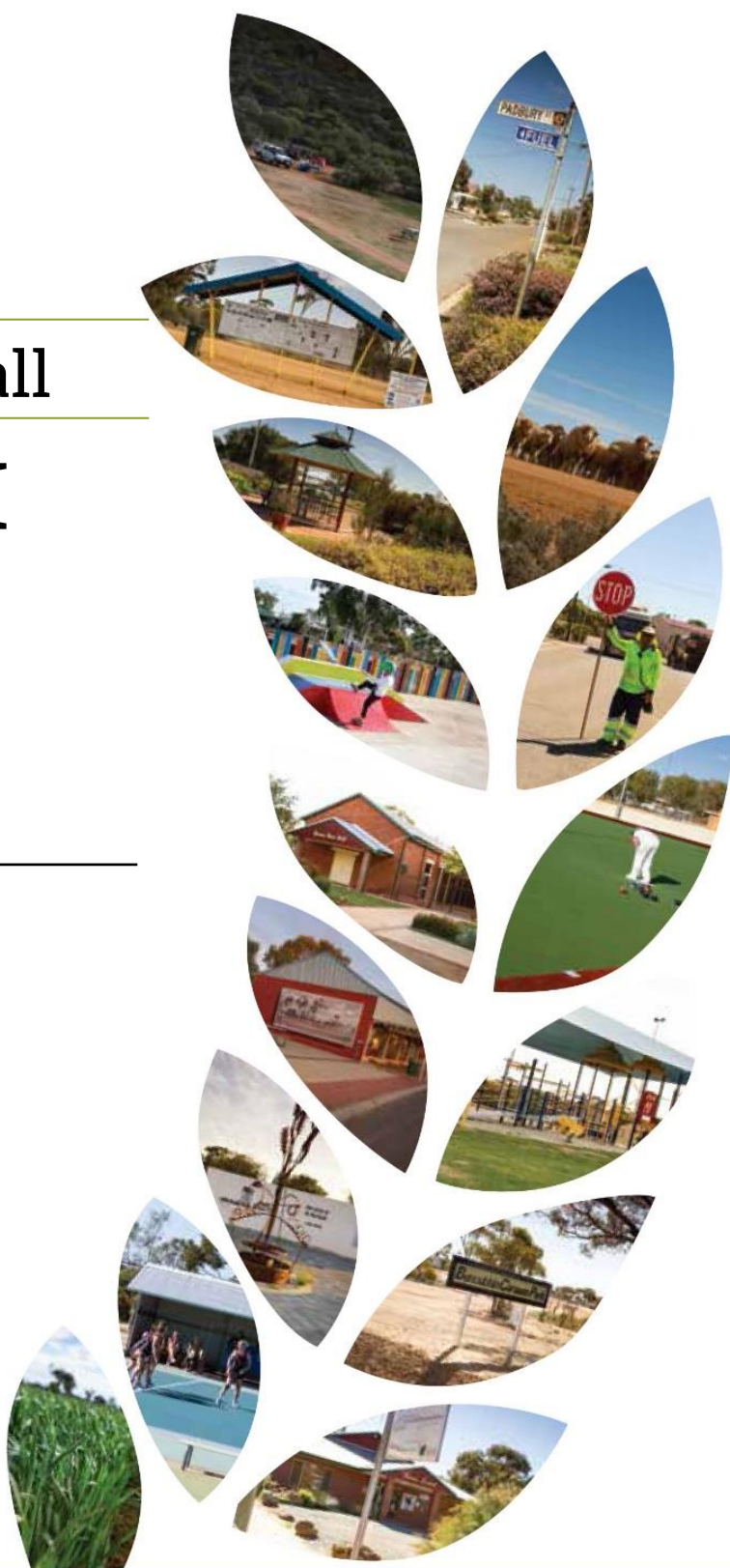


Table of Contents

Introduction	1
Purpose of the Plan	1
Shire Profile.....	1
Integrated Planning Framework	2
Our Services	3
Service programs	3
Statement of Objective	3
Service Levels	4
Asset Management.....	4
Long Term Financial Forecasts	5
Informing Strategies and Price indicators	5
Financial Strategies and Principles	5
Service delivery and service levels.....	6
Economic and Social Environment Indicators	6
Prices and growth drivers	6
Population.....	6
Summary of Financial Plan	7
Overview.....	7
Source and Application of Funds	7
Capital Works.....	9
Operating Results	10
Financial Statements	13
Statement of Comprehensive Income - by program	15
Statement of Comprehensive Income - by nature/type	16
Rate Setting Statement.....	17
Capital Outlays	19
Statement of Financial Position	20
Statement of Changes in Equity	21
Key Performance Indicators	22
Statement of Cash Flows	24
Debt Management.....	25
Cash Reserves	26
Scenario modelling and sensitivity analysis.....	28
Implementation and Review of the Long Term Financial Plan.....	31
Attachments & Supporting Documents	32
Attachment 1 - Glossary.....	32
Attachment 2 – Detailed Capital Works Program	34

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 km² and is located within the north eastern wheatbelt area of Western Australia. Some general statistics for the year ending 30 June 2016 were-

Area (km2)	10,134
Population	527
Km Roads - unsealed	1,440
Km Roads - sealed	307
Townsites	5
Major Population Centres	Bencubbin, Beacon
Density (Persons/km2)	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 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.

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

Integrated Planning Framework

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.

The Long Term Financial Plan is a ten-year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. From these planning processes, Annual Budgets that are aligned with strategic objectives can be developed.

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 following figure illustrates how the Long Term Financial Plan informs the Integrated Planning and Reporting Framework:

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 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.



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

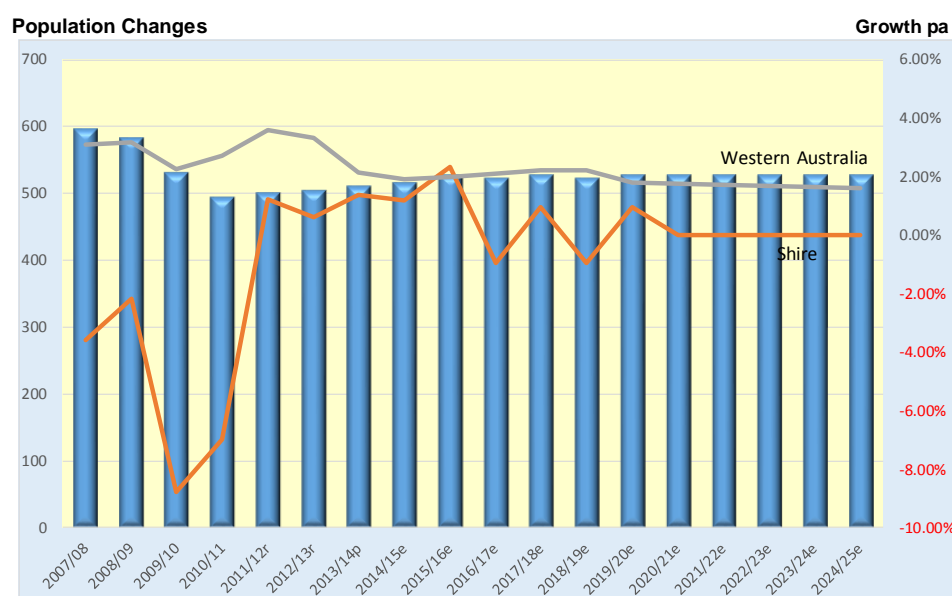
Prices and growth drivers

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.

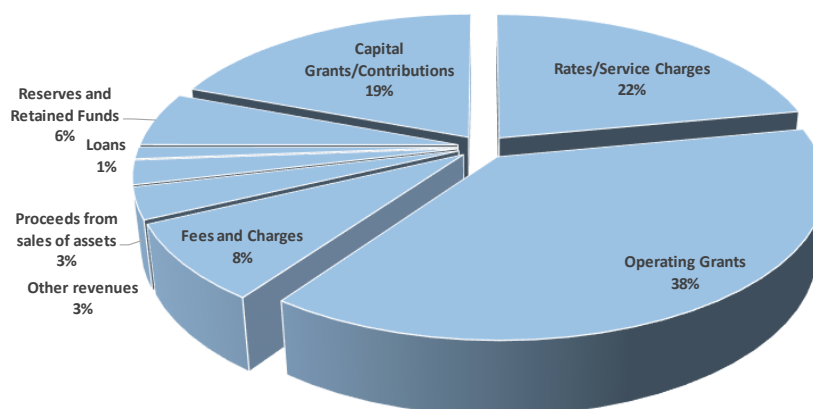
The key financial strategies underpinning the plan are:

- 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

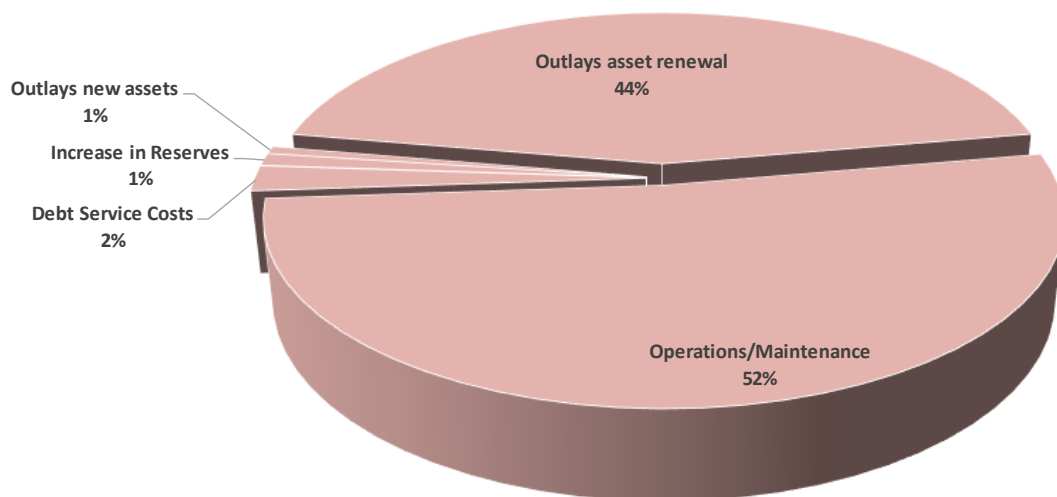
Source of Funds

2017/18 to 2026/27



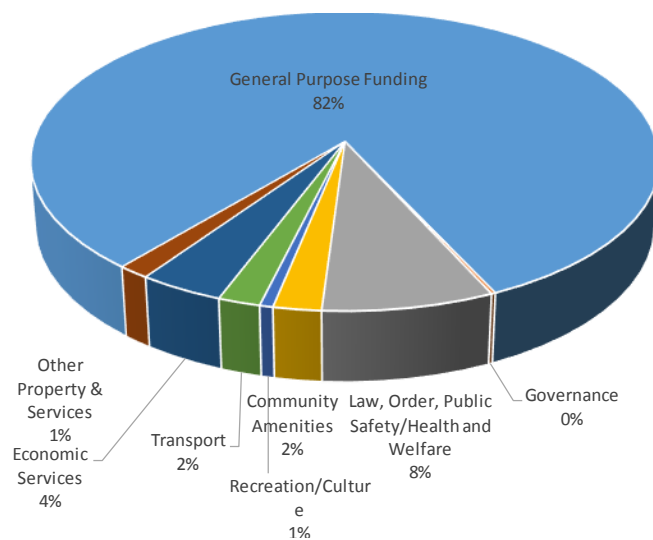
Application of Funds

2017/18 to 2026/27



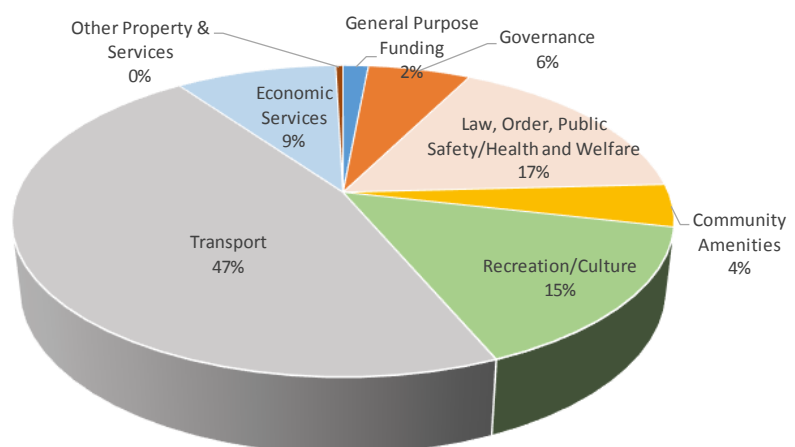
Operating Revenues

10 years to 2026/27



Operating Expenses

10 years to 2026/27

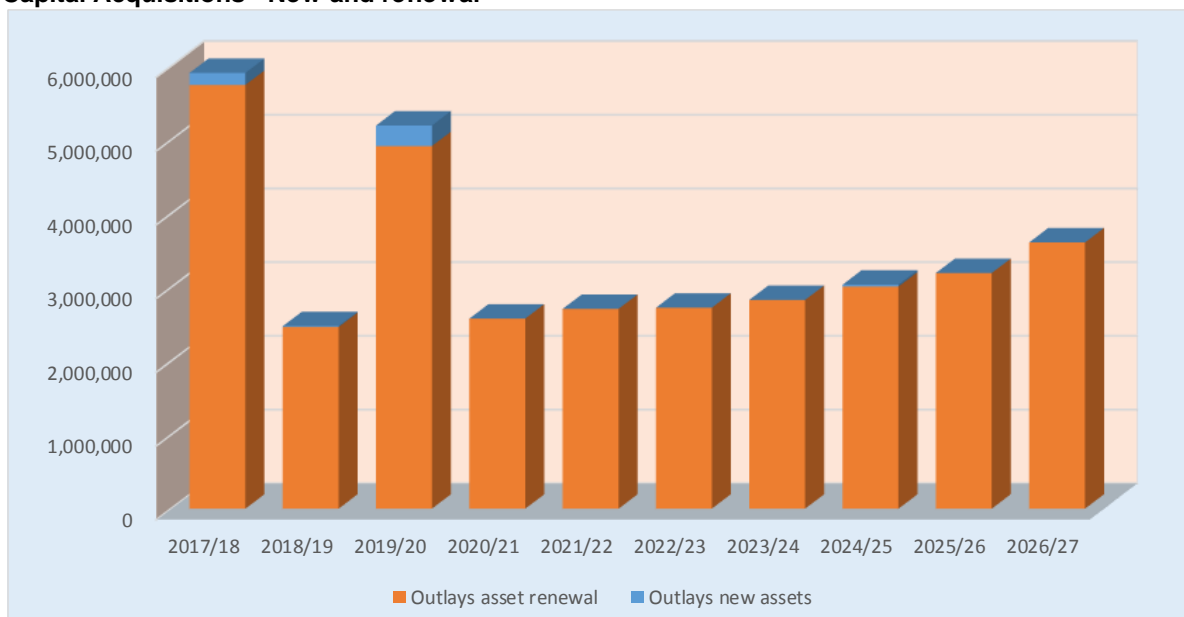


Capital Works

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.

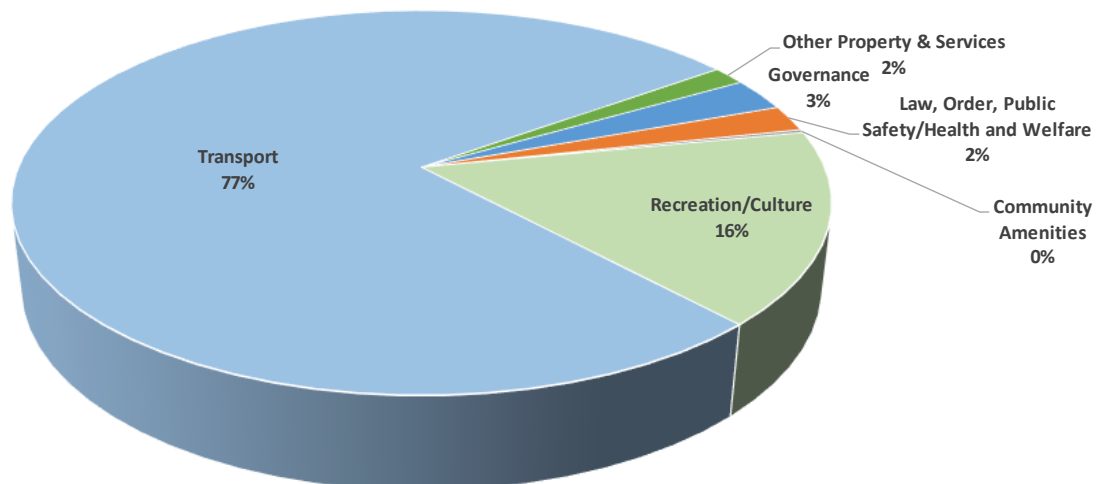
The key components of the plan are as follows --

Capital Acquisitions - New and renewal



Capital Outlays

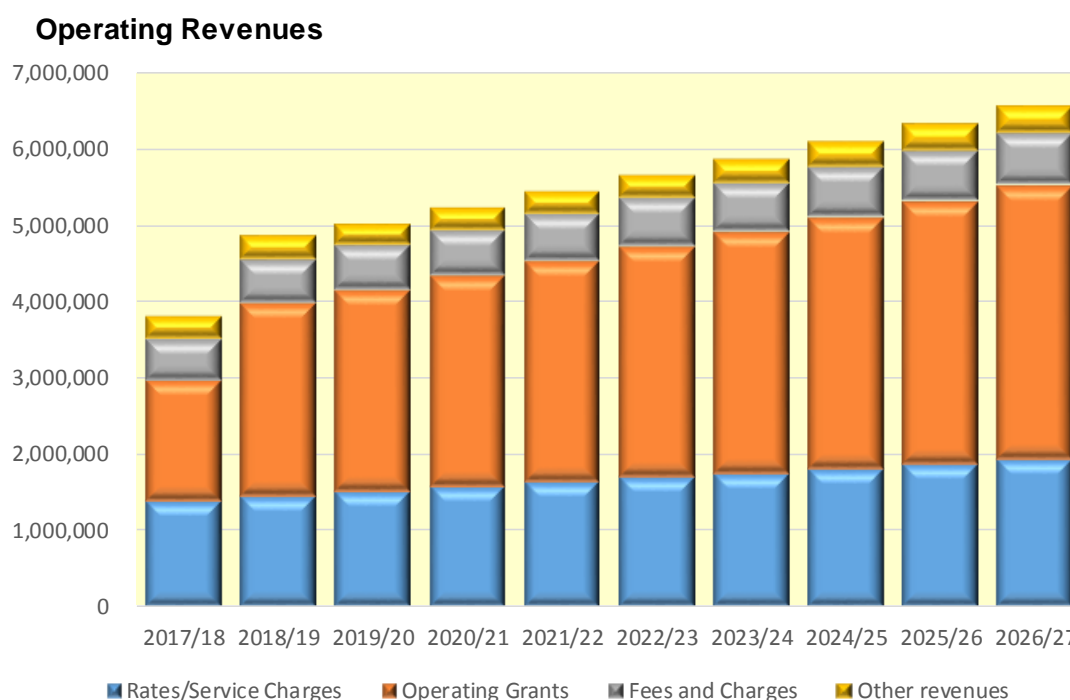
10 years to 2026/27



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



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

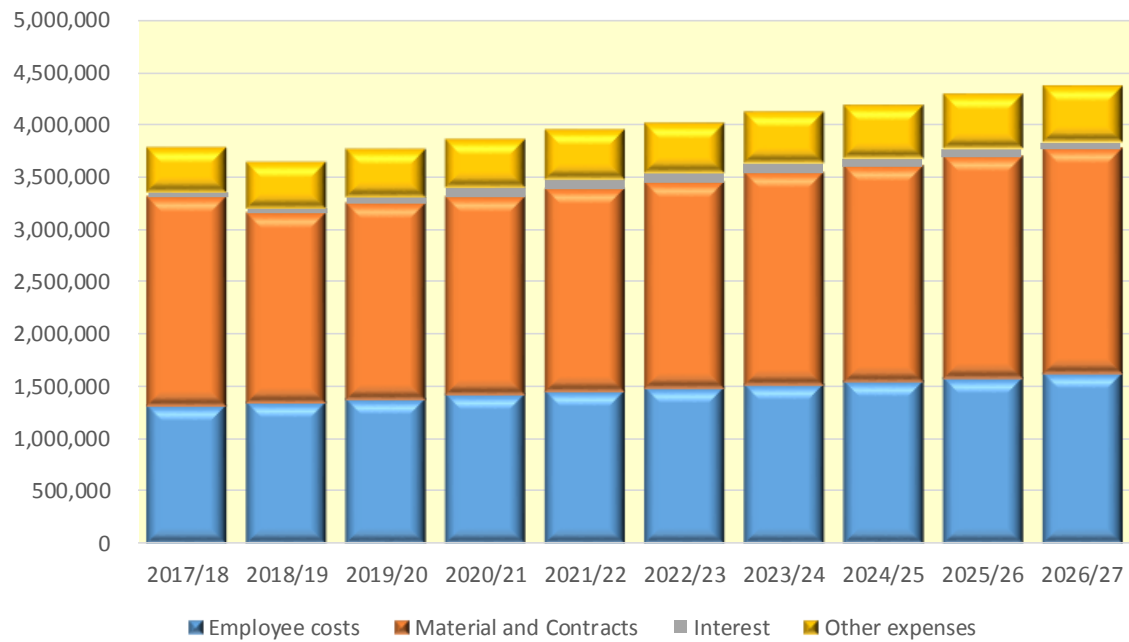
Property, plant, equipment and infrastructure (except for Land) have been depreciated on a straight-line method using rates based on 2016/17 depreciation rates. Asset values in this plan have not been adjusted to reflect the application of "fair value" to be applied progressively to asset classes from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

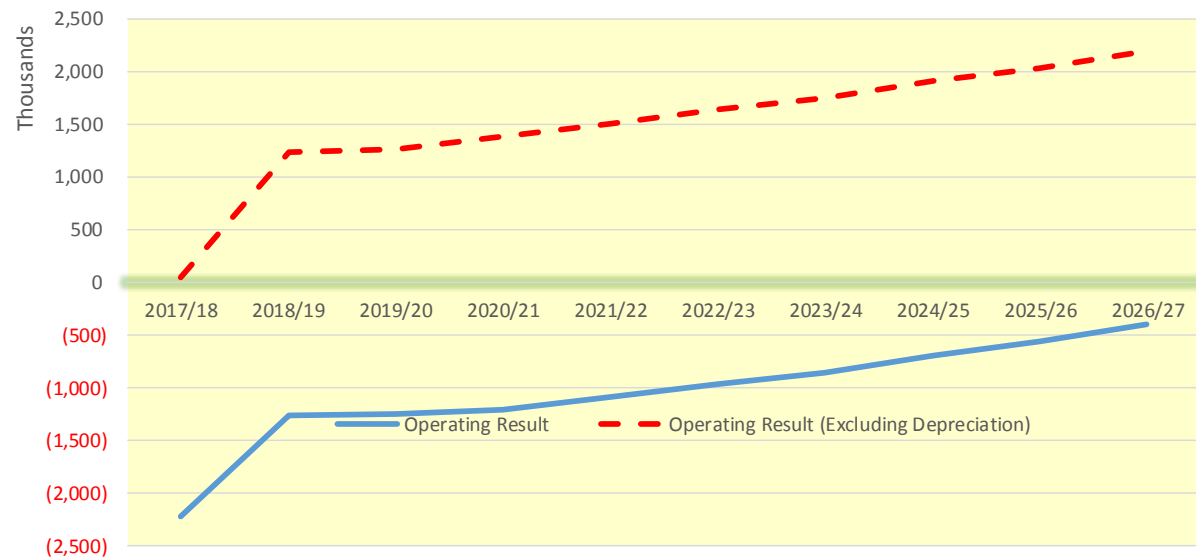
Operating Expenses



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

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/ 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
Operating Revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Purpose Funding	2,669,903	3,931,556	4,063,317	4,250,938	4,442,108	4,627,449	4,819,309	5,019,041	5,226,825	5,436,739
Governance	28,399	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	70,800	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	139,899	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	272,120	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	74,600	76,198	77,681	79,449	81,882	83,030	84,881	86,774	89,558	90,689
Operating Revenue	3,777,069	4,874,074	5,031,075	5,240,720	5,453,995	5,660,597	5,874,869	6,097,508	6,329,561	6,562,565
Non-operating grants/contributions										
Recreation & Culture	1,017,400	0	933,000	0	0	0	0	0	0	0
Transport	1,734,408	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
	2,751,808	992,324	1,965,929	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
Operating Expenses (excluding Finance Costs)										
General Purpose Funding	(68,574)	(90,480)	(92,252)	(93,963)	(95,627)	(97,329)	(99,069)	(100,848)	(102,667)	(104,527)
Governance	(431,176)	(352,455)	(373,511)	(369,750)	(391,148)	(386,368)	(408,651)	(403,406)	(426,673)	(421,277)
Law, Order & Public Safety	(112,080)	(116,638)	(119,160)	(122,134)	(124,503)	(127,013)	(129,400)	(131,791)	(134,241)	(136,801)
Health	(267,025)	(333,795)	(342,171)	(353,028)	(358,246)	(366,327)	(377,423)	(382,984)	(391,594)	(403,463)
Education & Welfare	(243,435)	(252,101)	(257,873)	(264,155)	(269,564)	(275,207)	(280,737)	(286,328)	(292,049)	(297,974)
Housing	(450,589)	(304,336)	(310,671)	(318,498)	(324,449)	(330,812)	(336,747)	(342,663)	(348,727)	(355,110)
Community Amenities	(257,623)	(265,853)	(271,911)	(278,248)	(283,920)	(289,801)	(295,648)	(301,583)	(307,654)	(313,912)
Recreation & Culture	(804,675)	(842,745)	(859,164)	(880,858)	(896,124)	(912,669)	(927,606)	(942,340)	(957,449)	(973,506)
Transport	(2,723,956)	(2,922,299)	(2,957,509)	(3,037,008)	(3,068,386)	(3,107,791)	(3,132,487)	(3,153,484)	(3,175,251)	(3,202,282)
Economic Services	(562,388)	(577,026)	(587,865)	(599,188)	(609,351)	(619,882)	(630,359)	(640,994)	(651,873)	(663,095)
Other Property & Services	(24,982)	(36,125)	(34,308)	(35,752)	(33,596)	(32,105)	(29,060)	(26,285)	(22,635)	(19,704)
	(5,946,503)	(6,093,853)	(6,206,395)	(6,352,582)	(6,454,914)	(6,545,304)	(6,647,187)	(6,712,706)	(6,810,813)	(6,891,651)
Finance Costs										
General Purpose Funding	(797)	(237)	0	0	0	0	0	0	0	0
Housing	(6,348)	(2,801)	0	0	0	0	0	0	0	0
Recreation & Culture	(44,815)	(43,265)	(67,340)	(90,344)	(87,192)	(83,882)	(80,408)	(76,760)	(72,929)	(68,905)
Finance Costs	(51,960)	(46,303)	(67,340)	(90,344)	(87,192)	(83,882)	(80,408)	(76,760)	(72,929)	(68,905)
Income Statement Profit/(Loss)	470,414	(273,758)	723,269	(120,747)	42,277	211,177	377,552	591,535	785,267	1,000,442

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
Operating Revenue	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Rate revenue	1,388,256	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	1,602,033	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	551,882	566,541	582,742	596,399	609,677	623,256	637,142	651,341	665,862	680,707
Interest earnings	112,956	108,564	72,907	78,119	82,501	91,093	100,786	110,799	120,932	124,996
Other Revenue	181,940	204,149	207,751	211,524	215,831	218,892	222,692	226,570	231,378	234,572
Operating Revenue	3,837,067	4,874,074	5,031,075	5,240,720	5,453,995	5,660,597	5,874,869	6,097,508	6,329,561	6,562,565
Operating Expenses										
Employee costs	(1,328,067)	(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	(1,983,595)	(1,804,306)	(1,859,382)	(1,889,671)	(1,939,730)	(1,966,961)	(2,024,856)	(2,050,982)	(2,108,405)	(2,141,301)
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)	(2,497,530)	(2,509,540)	(2,581,250)	(2,590,270)	(2,609,170)	(2,607,880)	(2,600,940)	(2,594,230)	(2,593,670)
Insurance	(138,190)	(150,097)	(154,321)	(158,661)	(163,120)	(167,709)	(172,426)	(177,274)	(182,258)	(187,386)
Interest	(51,960)	(46,303)	(67,340)	(90,344)	(87,192)	(83,882)	(80,408)	(76,760)	(72,929)	(68,905)
Other expenses	(120,121)	(118,315)	(121,293)	(124,173)	(126,981)	(129,854)	(132,790)	(135,793)	(138,864)	(142,003)
Operating Expenses	(6,058,461)	(6,140,156)	(6,273,735)	(6,442,926)	(6,542,106)	(6,629,186)	(6,727,595)	(6,789,466)	(6,883,742)	(6,960,556)
Profit(Loss) - normal operations	(2,221,394)	(1,266,082)	(1,242,660)	(1,202,206)	(1,088,111)	(968,589)	(852,726)	(691,958)	(554,181)	(397,991)
Other										
Non-operating grants/contributions	2,751,808	992,324	1,965,929	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	2,691,808	992,324	1,965,929	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)	470,414	(273,758)	723,269	(120,747)	42,277	211,177	377,552	591,535	785,267	1,000,442
Profit/(Loss)	470,414	(273,758)	723,269	(120,747)	42,277	211,177	377,552	591,535	785,267	1,000,442

Rate Setting Statement

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1 July Surplus/(Deficit)	1,787,900	0	0	0	0	0	0	0	0	0
Revenue from operating activities (excluding rates)										
General Purpose Funding	1,322,909	2,515,138	2,586,209	2,703,253	2,824,554	2,955,386	3,092,880	3,236,510	3,386,341	3,536,459
Governance	28,399	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	139,899	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	272,120	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	74,600	76,198	77,681	79,449	81,882	83,030	84,881	86,774	88,558	90,689
	2,490,075	3,457,656	3,553,967	3,693,035	3,836,441	3,988,534	4,148,440	4,314,977	4,489,077	4,662,285
Expenditure from operating activities										
General Purpose Funding	(69,371)	(90,717)	(92,252)	(93,963)	(95,627)	(97,329)	(99,069)	(100,848)	(102,667)	(104,527)
Governance	(431,176)	(352,455)	(373,511)	(369,750)	(391,148)	(386,368)	(408,651)	(403,406)	(426,673)	(421,277)
Law, Order & Public Safety	(112,080)	(116,638)	(119,160)	(122,134)	(124,503)	(127,013)	(129,400)	(131,791)	(134,241)	(136,801)
Health	(267,025)	(333,795)	(342,171)	(353,028)	(358,246)	(366,327)	(377,423)	(382,984)	(391,594)	(403,463)
Education & Welfare	(243,435)	(252,101)	(257,873)	(264,155)	(269,564)	(275,207)	(280,737)	(286,328)	(292,049)	(297,974)
Housing	(541,937)	(307,137)	(310,671)	(318,498)	(324,449)	(330,812)	(336,747)	(342,663)	(348,727)	(355,110)
Community Amenities	(257,623)	(265,853)	(271,911)	(278,248)	(283,920)	(289,801)	(295,648)	(301,583)	(307,654)	(313,912)
Recreation & Culture	(849,490)	(886,010)	(926,504)	(971,202)	(983,316)	(996,551)	(1,008,014)	(1,019,100)	(1,030,378)	(1,042,411)
Transport	(2,771,956)	(2,922,299)	(2,957,509)	(3,037,008)	(3,068,386)	(3,107,791)	(3,132,487)	(3,153,484)	(3,175,251)	(3,202,282)
Economic Services	(562,388)	(577,026)	(587,865)	(599,188)	(609,351)	(619,882)	(630,359)	(640,994)	(651,873)	(663,095)
Other Property & Services	(24,981)	(36,125)	(34,308)	(35,752)	(33,596)	(32,105)	(29,060)	(26,285)	(22,635)	(19,704)
	(6,131,462)	(6,140,156)	(6,273,735)	(6,442,926)	(6,542,106)	(6,629,186)	(6,727,595)	(6,789,466)	(6,883,742)	(6,960,556)
Operating activities excluded from budget										
(Profit)/Loss on Asset Disposals	60,000	0	0	0	0	0	0	0	0	0
Depreciation on Assets	2,272,558	2,497,530	2,509,540	2,581,250	2,590,270	2,609,170	2,607,880	2,600,940	2,594,230	2,593,670
Movement in Staff Leave Provisions	4	5,100	5,300	5,500	5,700	5,900	6,100	6,300	6,500	6,800
Amount attributable to operating activities	(1,308,825)	(179,870)	(204,928)	(163,141)	(109,695)	(25,582)	34,825	132,751	206,065	302,199
INVESTING ACTIVITIES										
Non-operating grants, contributions	2,751,808	992,324	1,965,929	1,081,459	1,130,388	1,179,766	1,230,278	1,283,493	1,339,448	1,398,433
Purchase Property Plant & Equipment	(3,230,361)	(892,948)	(3,541,235)	(835,402)	(877,833)	(683,200)	(682,325)	(529,330)	(496,432)	(1,042,868)
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)
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
	(2,898,531)	(1,294,753)	(3,065,953)	(1,254,919)	(1,354,771)	(1,356,165)	(1,443,862)	(1,584,857)	(1,703,324)	(2,042,513)
FINANCING ACTIVITIES										
Proceeds from New Debentures	0	0	826,800	0	0	0	0	0	0	0
Repayment of Debentures	(106,412)	(109,182)	(53,750)	(67,134)	(70,286)	(73,595)	(77,070)	(80,718)	(84,549)	(88,573)
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
Transfers (to) Reserves	(486,659)	(274,949)	(147,049)	(209,549)	(239,549)	(262,449)	(286,449)	(296,249)	(305,649)	(308,949)
Transfers from Reserves	1,633,127	424,926	1,158,605	137,534	146,853	35,449	35,449	35,449	35,449	225,584
	1,059,463	58,205	1,793,773	(129,625)	(153,088)	(290,316)	(317,392)	(330,425)	(343,225)	(159,966)
Budgeted deficiency before general rates	(1,359,994)	(1,416,418)	(1,477,108)	(1,547,685)	(1,617,554)	(1,672,063)	(1,726,429)	(1,782,531)	(1,840,484)	(1,900,280)
Amount required from General Rate	1,359,994	1,416,418	1,477,108	1,547,685	1,617,554	1,672,063	1,726,429	1,782,531	1,840,484	1,900,280

Capital Outlays

SUMMARY	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Capital Outlays	\$	\$	\$	\$	\$	\$	\$	\$	\$	
New Outlays	164,350	10,449	280,000	0	0	0	0	25,773	0	0
Renewal Outlays	5,745,989	2,464,636	4,917,422	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	2,475,085	5,197,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195
Funding Sources										
Grants	2,651,808	992,324	1,965,929	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
	3,011,808	1,180,332	2,131,469	1,324,048	1,355,448	1,369,836	1,388,112	1,453,308	1,493,383	1,569,682
Council Resources										
Reserves	1,624,064	389,477	1,123,156	102,085	111,404	0	0	0	0	190,135
Rates	173,953	905,276	1,115,997	1,152,834	1,243,367	1,356,165	1,443,862	1,584,857	1,703,324	1,852,378
Cfwd Funds	897,380									
	2,695,397	1,294,753	2,239,153	1,254,919	1,354,771	1,356,165	1,443,862	1,584,857	1,703,324	2,042,513
Loan	0	0	826,800	0	0	0	0	0	0	0
	5,707,205	2,475,085	5,197,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195
OUTLAYS by ASSET CLASS	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Land	86,600	0	0	0	0	0	0	25,773	0	0
Buildings	2,484,761	193,145	2,864,122	65,922	90,128	69,214	212,359	72,394	74,040	119,894
Furniture and equipment	0	6,267	6,408	6,586	34,884	6,912	7,067	7,226	7,389	7,555
Plant and Equipment	659,000	693,536	670,705	762,894	752,821	607,074	462,899	423,937	415,003	915,419
Road Infrastructure	2,172,228	1,561,203	1,634,757	1,721,509	1,809,748	1,996,530	2,125,901	2,484,525	2,675,391	2,518,614
Drainage Infrastructure	0	20,934	21,430	22,056	22,638	23,200	23,748	24,310	24,884	25,472
Other Infrastructure	507,750	0	0	0	0	23,071	0	0	0	25,241
	5,910,339	2,475,085	5,197,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195
OUTLAYS by PROGRAM	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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	0	2,800,000	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	2,475,085	5,197,422	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
Current Assets	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash & Cash Equivalents	3,023,413	2,258,711	1,241,855	1,308,370	1,395,366	1,616,466	1,861,366	2,115,866	2,379,566	2,456,131
Trade and Other Receivables	265,713	142,247	148,114	142,671	149,189	143,118	150,359	143,589	151,634	144,085
Inventories	21,963	21,383	21,995	21,349	22,030	21,311	22,069	21,269	22,113	21,223
Total Current Assets	3,311,089	2,422,341	1,411,964	1,472,390	1,566,585	1,780,895	2,033,794	2,280,724	2,553,313	2,621,439
Current Liabilities										
Trade and Other Payables	815,768	90,340	96,462	90,003	96,817	89,628	97,212	89,211	97,652	88,747
Provisions	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123	211,123
Borrowings (current)	120,000	64,568	77,952	81,104	84,413	87,888	91,536	95,367	99,391	103,618
Total Current Liabilities	1,146,891	366,031	385,537	382,230	392,353	388,639	399,871	395,701	408,166	403,488
Net Current Assets	2,164,198	2,056,310	1,026,427	1,090,160	1,174,232	1,392,256	1,633,923	1,885,023	2,145,147	2,217,951
Non-Current Assets										
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
Property, Plant, Equipment Infrastructure										
Property Plant and Equipment	16,692,189	16,818,699	19,596,194	19,513,007	19,476,600	19,259,400	19,076,911	18,740,656	18,405,623	18,615,482
Infrastructure	92,073,859	91,736,896	91,481,743	91,320,058	91,251,354	91,395,315	91,644,064	92,247,729	93,031,304	93,668,721
Total	108,766,048	108,555,595	111,077,937	110,833,065	110,727,954	110,654,715	110,720,975	110,988,385	111,436,927	112,284,203
Total Assets	111,163,813	110,836,305	112,319,240	112,128,207	112,096,889	112,230,996	112,527,830	113,034,816	113,731,510	114,639,152
Non-Current Liabilities										
Provisions	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040	11,040
Long Term Borrowings	1,081,760	1,028,010	1,787,676	1,717,390	1,643,795	1,566,725	1,486,007	1,401,458	1,312,885	1,220,085
Bonds/Deposits	264,107	264,107	264,107	264,107	264,107	264,107	264,107	264,107	264,107	264,107
Total Non-Current Liabilities	1,356,907	1,303,157	2,062,823	1,992,537	1,918,942	1,841,872	1,761,154	1,676,605	1,588,032	1,495,232
Net Assets	109,806,906	109,533,148	110,256,417	110,135,670	110,177,947	110,389,124	110,766,676	111,358,211	112,143,478	113,143,920
Equity										
Accumulated Surplus	79,375,648	79,251,867	80,986,692	80,793,930	80,743,511	80,727,688	80,854,240	81,184,975	81,700,042	82,617,119
Cash Backed Reserves	2,376,772	2,226,795	1,215,239	1,287,254	1,379,950	1,606,950	1,857,950	2,118,750	2,388,950	2,472,315
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	109,806,906	109,533,148	110,256,417	110,135,670	110,177,947	110,389,124	110,766,676	111,358,211	112,143,478	113,143,920

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
Accumulated Funds	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance as at 1 July	77,758,763	79,375,648	79,251,867	80,986,692	80,793,930	80,743,511	80,727,688	80,854,240	81,184,975	81,700,042
Net Result	470,415	(273,758)	723,269	(120,747)	42,277	211,177	377,552	591,535	785,267	1,000,442
Reserve Transfers	1,146,470	149,977	1,011,556	(72,015)	(92,696)	(227,000)	(251,000)	(260,800)	(270,200)	(83,365)
Balance as at 30 June	79,375,648	79,251,867	80,986,692	80,793,930	80,743,511	80,727,688	80,854,240	81,184,975	81,700,042	82,617,119
Cash Backed Reserves										
Balance as at 1 July	3,523,242	2,376,772	2,226,795	1,215,239	1,287,254	1,379,950	1,606,950	1,857,950	2,118,750	2,388,950
Transfers to	486,659	274,949	147,049	209,549	239,549	262,449	286,449	296,249	305,649	308,949
Funds Utilised	(1,633,129)	(424,926)	(1,158,605)	(137,534)	(146,853)	(35,449)	(35,449)	(35,449)	(35,449)	(225,584)
Balance as at 30 June	2,376,772	2,226,795	1,215,239	1,287,254	1,379,950	1,606,950	1,857,950	2,118,750	2,388,950	2,472,315
Revaluation Reserves										
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
Total Equity	109,806,906	109,533,148	110,256,417	110,135,670	110,177,947	110,389,124	110,766,676	111,358,211	112,143,478	113,143,920

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	● (108)%	● (54)%	● (52)%	● (49)%	● (42)%	● (37)%	● (31)%	● (25)%	● (19)%	● (13)%
Own Source Revenue Coverage Ratio	● 37%	● 38%	● 38%	● 38%	● 39%	● 40%	● 40%	● 41%	● 42%	● 43%
Debt Service Coverage Ratio	● (1.0)	● 8.2	● 11.0	● 9.3	● 10.1	● 11.0	● 11.7	● 12.6	● 13.4	● 14.4
Financial Health Indicator	● 39	● 47	● 48	● 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	● 89%	● 74%	● 70%	● 68%	● 68%	● 66%	● 65%	● 62%	● 62%	● 59%
Current Ratio (adjusted for Debt)	● 100%	● 97%	● 98%	● 98%	● 98%	● 98%	● 98%	● 98%	● 99%	● 99%
Current Ratio (excl debt/employee prov)	● 130%	● (1,861)%	● (2,031)%	● (855)%	● (909)%	● (517)%	● (547)%	● (349)%	● (369)%	● (248)%
Asset Sustainability Ratio	● 253%	● 99%	● 196%	● 100%	● 105%	● 104%	● 109%	● 116%	● 123%	● 139%
Asset Consumption Ratio	● 78%	● 77%	● 76%	● 75%	● 73%	● 72%	● 71%	● 70%	● 69%	● 68%
Asset Renewal Funding Ratio	● 110%	● 99%	● 101%	● 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	(56.7)%	(54.3)%	(52.3)%	(48.7)%	(42.5)%	(36.7)%	(31.3)%	(24.7)%	(19.1)%	(13.4)%
Own Source Revenue Coverage Ratio	37.3%	38.0%	37.9%	38.3%	39.1%	39.8%	40.5%	41.3%	42.0%	42.8%
Debt Service Coverage Ratio	6.4	8.2	11.0	9.3	10.1	11.0	11.7	12.6	13.4	14.4

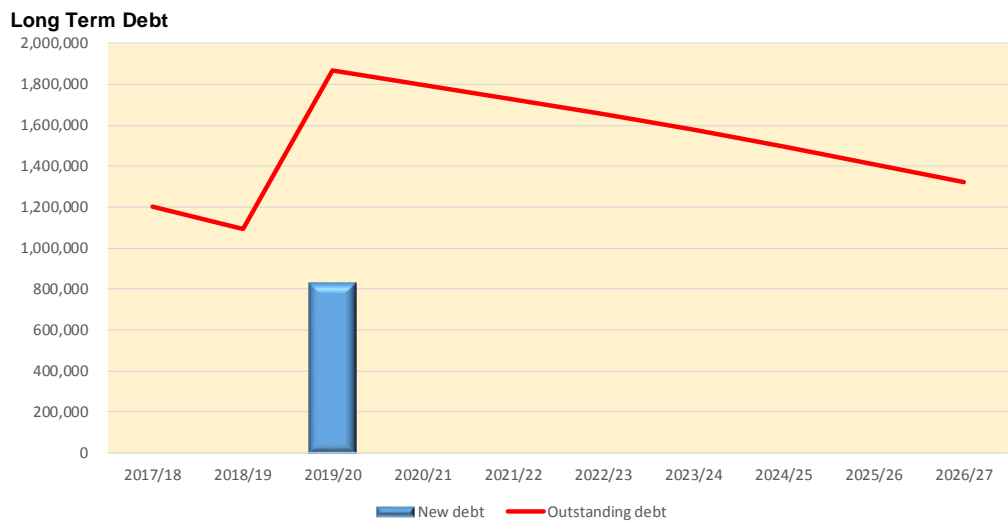
This plan shows an improving operating surplus ratio based on a rate increase greater than CPI. In addition, because there is only one financial year that proposes to use new debt the Debt Service Coverage ratio also a strong position. The asset ratios are based on estimates as at the time of the preparation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

Statement of Cash Flows

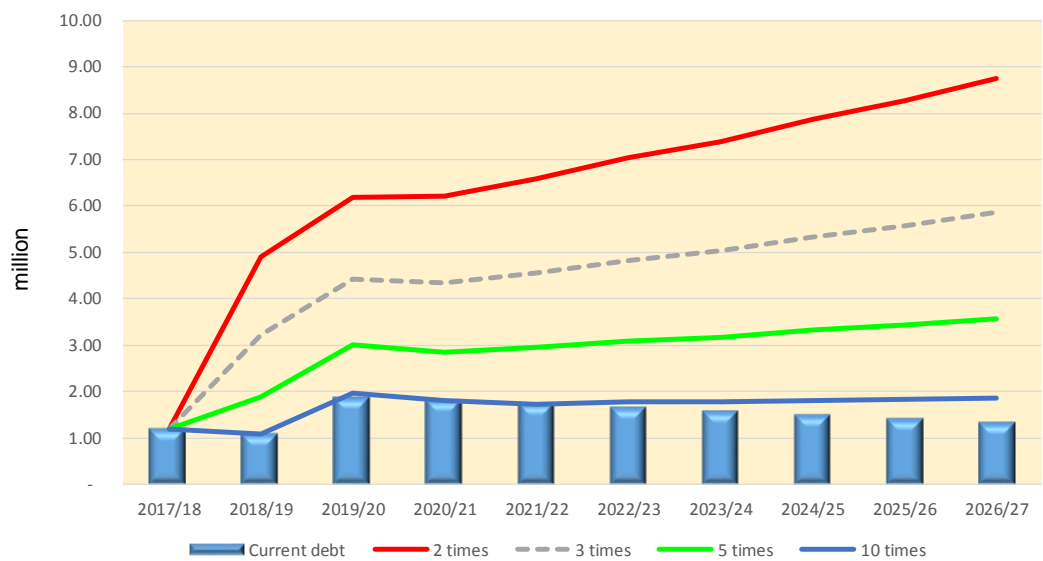
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Cash Flows From Operating Activities	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Receipts										
Rate revenue	1,388,256	1,451,867	1,512,557	1,583,134	1,653,003	1,707,512	1,761,878	1,817,980	1,875,933	1,935,729
Operating grants/subsidies/contributions	1,398,899	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	551,882	681,764	577,232	602,212	603,544	629,726	630,316	658,542	658,265	688,722
Interest earnings	112,956	108,564	72,907	78,119	82,501	91,093	100,786	110,799	120,932	124,996
Goods and Services Tax	0	294,647	230,226	235,518	240,454	245,590	251,232	256,458	261,961	268,083
Other Revenue	181,941	204,149	207,751	211,524	215,831	218,892	222,692	226,570	231,378	234,572
	3,633,934	5,283,944	5,255,791	5,482,051	5,688,316	5,912,657	6,119,275	6,361,167	6,583,925	6,838,663
Payments										
Employee costs	(1,328,067)	(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	(1,983,595)	(2,509,529)	(1,853,872)	(1,895,484)	(1,933,597)	(1,973,431)	(2,018,030)	(2,058,183)	(2,100,808)	(2,149,316)
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	(138,190)	(150,097)	(154,321)	(158,661)	(163,120)	(167,709)	(172,426)	(177,274)	(182,258)	(187,386)
Interest	(51,960)	(46,303)	(67,340)	(90,344)	(87,192)	(83,882)	(80,408)	(76,760)	(72,929)	(68,905)
Goods and Services Tax	0	(314,272)	(230,226)	(235,518)	(240,454)	(245,590)	(251,232)	(256,458)	(261,961)	(268,083)
Other expenses	(125,121)	(118,315)	(121,293)	(124,173)	(126,981)	(129,854)	(132,790)	(135,793)	(138,864)	(142,003)
	(3,790,903)	(4,662,121)	(3,988,911)	(4,103,007)	(4,186,157)	(4,272,076)	(4,364,121)	(4,452,185)	(4,543,876)	(4,642,984)
Net Cash from Operating Activities	(156,969)	621,823	1,266,880	1,379,044	1,502,159	1,640,581	1,755,154	1,908,982	2,040,049	2,195,679
Cash Flows from Investing Activities										
Payments for										
Land	(86,600)	0	0	0	0	0	0	(25,773)	0	0
Property, Plant & Equipment	(3,143,761)	(892,948)	(3,541,235)	(835,402)	(877,833)	(683,200)	(682,325)	(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)	(2,149,649)	(2,508,835)	(2,700,275)	(2,569,327)
Proceeds from										
Non Operating Subsidies and Contributions	2,954,942	992,324	1,965,929	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	(2,695,397)	(1,294,753)	(3,065,953)	(1,254,919)	(1,354,771)	(1,356,165)	(1,443,862)	(1,584,857)	(1,703,324)	(2,042,513)
Cash Flows from Financing Activities										
Proceeds from New Debentures	0	0	826,800	0	0	0	0	0	0	0
Repayment of Debentures	(106,412)	(109,182)	(53,750)	(67,134)	(70,286)	(73,595)	(77,070)	(80,718)	(84,549)	(88,573)
Proceeds from Self Supporting Loans	10,913	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	(95,499)	(91,772)	782,217	(57,610)	(60,392)	(63,316)	(66,392)	(69,625)	(73,025)	(76,601)
Net Increase (Decrease) in Cash Held	(2,947,865)	(764,702)	(1,016,856)	66,515	86,996	221,100	244,900	254,500	263,700	76,565
Cash at Beginning of Year	5,971,278	3,023,413	2,258,711	1,241,855	1,308,370	1,395,366	1,616,466	1,861,366	2,115,866	2,379,566
Cash/Cash equivalents at the end of year	3,023,413	2,258,711	1,241,855	1,308,370	1,395,366	1,616,466	1,861,366	2,115,866	2,379,566	2,456,131

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 \$1.865m in 2019/20. All key financial indicators relating to debt continue to be positive. This plan makes provision for new debt of \$0.827m in 2019/20 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 p/yr)

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.

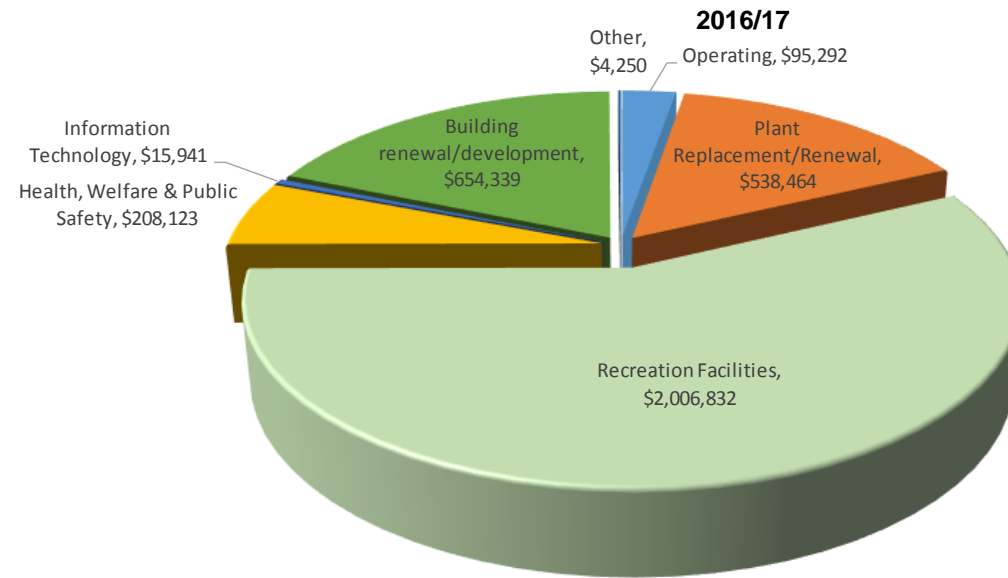
Bencubbin Recreation Complex - To provide funding for future extensions to the Bencubbin Complex.

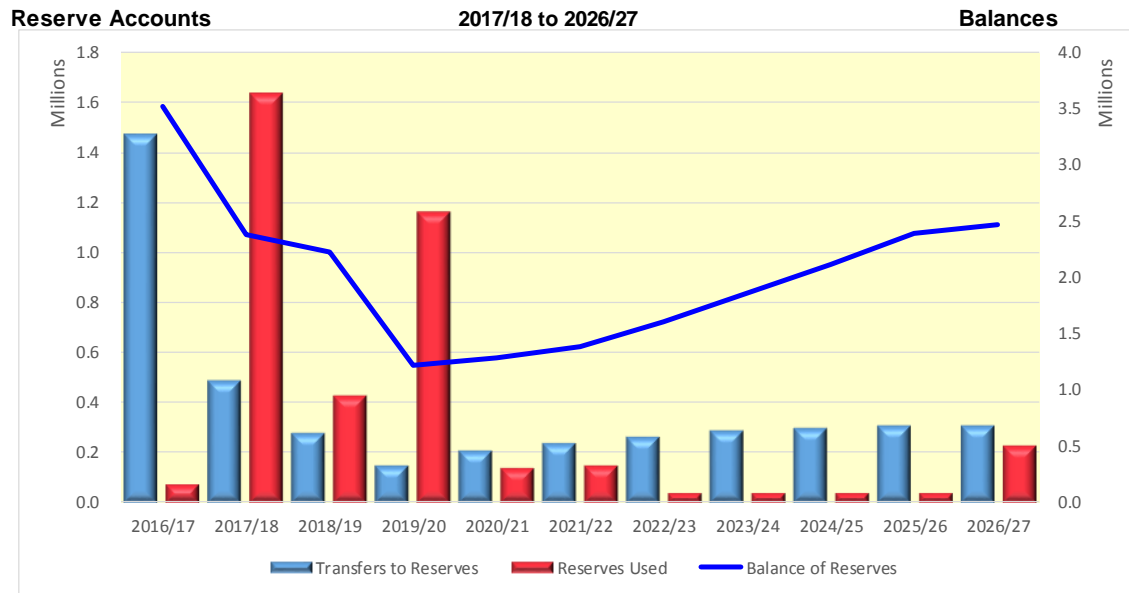
Office Equipment Reserve - To replace office equipment as required

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.

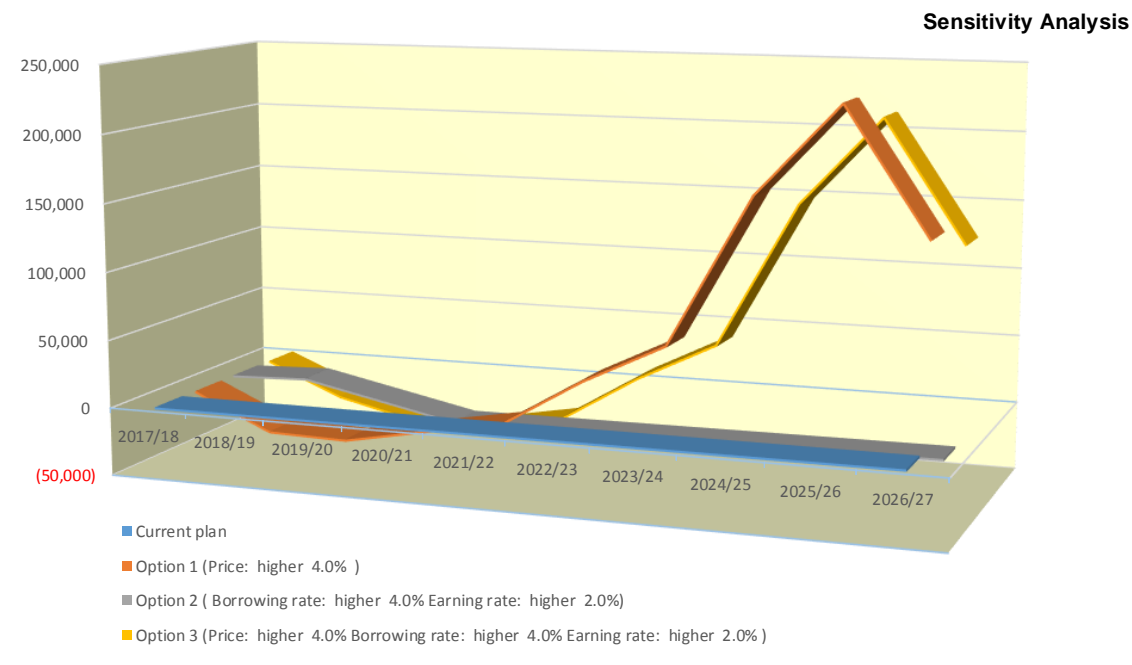
For specific projects, the ability to accurately define risks over a long period is hampered by uncertainties surrounding the availability of funding such as grants. The availability and the willingness for grants from both State and Federal Government's impose a financial risk to the operations and 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 capital and operating outlays of the Shire. This plan includes 1-2% rate increases above the projected CPI forecasts and the accumulated effect is a faster growth in the revenue projections compared to expenditures.

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.

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 ¹

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; ¹**net operating expense** means operating expense excluding net interest expense and depreciation expense; ¹

NPV means net present value; ¹

operating expense means the expense that is operating expense for the purposes of the AAS, including net interest expense and depreciation expense; ¹

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;¹

other comprehensive income has the meaning given in the AAS;¹

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;¹

planned capital renewals means capital renewal and replacement expenditure as estimated in the long-term financial plan;¹

principal and interest means all principal and interest expenses for borrowings under section 6.20¹

required capital expenditure means capital renewal and replacement expenditure as estimated in the asset management plan;¹

WALGGC - Western Australian Local Government Grants Commission

References

¹ Local Government (Financial Management) Regulations 1996

Attachment 2 – Detailed Capital Works Program

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
GOVERNANCE											
Administration Building											
Computer Hardware/Software	0	6,267	6,408	6,586	34,884	6,912	7,067	7,226	7,389	7,555	
Solar Energy	0	10,449	0	0	0	0	0	0	0	0	
Light Fleet											
Toyota Landcruiser	85,000	0	90,780	0	95,650	0	100,118	0	104,674	0	
Toyota Prado	0	67,891	0	71,350	0	74,876	0	78,284	0	81,846	
LAW, ORDER AND PUBLIC SAFETY											
HEALTH											
OTHER HEALTH											
Plant & Equipment											
Motor Vehicle	25,000	0	0	0	0	0	0	0	0	0	
EDUCATION AND WELFARE											
HOUSING											
STAFF HOUSING											
Buildings	0	31,348	32,061	32,961	33,798	34,607	35,393	36,197	37,020	37,861	
OTHER HOUSING											
Aged Care Units (CEACA)											
Land	81,600	0	0	0	0	0	0	25,773	0	0	
Community Housing											
Buildings	0	31,348	32,061	32,961	33,798	34,607	35,393	36,197	37,020	37,861	
COMMUNITY AMENITIES											
PROTECTION OF ENVIRONMENT											
Water Collection Projects											
Beacon and Bencubbin	57,750	0	0	0	0	0	0	0	0	0	
OTHER COMMUNITY AMENITIES											
Cemeteries											
Other Infrastructure	5,000	0	0	0	0	0	0	0	0	0	
Plant & Equipment											
Portable Toilet	12,000	0	0	0	0	0	0	0	0	0	
Public Toilets											
General Improvements	0	0	0	0	0	0	0	0	0	18,931	
RECREATION AND CULTURE											
PUBLIC HALLS, CIVIC CENTRE											
Beacon Town Hall	30,000	0	0	0	0	23,071	0	0	0	25,241	
SWIMMING POOL											
Aquatic Centre											
Upgrade	0	0	2,800,000	0	0	0	0	0	0	0	
OTHER RECREATION AND SPORT											
Beacon Recreation Complex											
Buildings	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	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Plant & Equipment											
Mower - John Deere Ride On Mower	0	0	0	65,861	0	0	0	0	73,888	0	
Tractor - John Deere 2250 Tractor	0	0	0	0	0	0	70,672	0	0	0	
TRANSPORT											
ROAD INFRASTRUCTURE											
Blackspot Program											
Road Works	238,300	0	0	0	0	0	0	0	0	0	
Councils Works Program											
Road Works	89,800	355,366	374,697	397,102	419,811	443,127	467,132	492,511	519,201	547,387	
Reconstruction	0	0	0	0	0	97,000	134,000	395,000	483,000	217,500	
Regional Road Group											
Road Works	925,561	640,601	681,461	728,920	778,727	829,993	883,561	940,657	1,001,326	1,065,991	
Roads to Recovery											
Road Works	918,567	565,236	578,599	595,487	611,210	626,410	641,208	656,357	671,864	687,736	
OTHER ROAD INFRASTRUCTURE											
Footpaths/Cycleways											
Improvement Program	20,000	0	0	0	0	0	0	0	0	0	
Road Reserve											
Drainage - Rural	0	10,467	10,715	11,028	11,319	11,600	11,874	12,155	12,442	12,736	
Drainage - Town	0	10,467	10,715	11,028	11,319	11,600	11,874	12,155	12,442	12,736	
ROAD PLANT/EQUIPMENT											
Light Fleet											
Ford Ranger XLS D/Cab	0	54,313	0	0	58,515	0	0	62,627	0	0	
Mitsubishi Triton Dual Cab 4x4	0	0	45,924	0	0	0	50,648	0	0	0	
Mitsubishi Triton Dual Cab Utility	0	0	0	32,931	0	0	0	36,131	0	0	
Mitsubishi Triton Dual Cab Utility	30,000	0	0	0	33,759	0	0	0	36,944	0	
Mitsubishi Triton Dual Cab Utility	0	33,423	0	0	0	36,862	0	0	0	40,294	
Mitsubishi Triton Glx 4X2	0	36,557	0	0	0	40,318	0	0	0	44,071	
Mitsubishi Triton Glx 4X2	35,000	0	0	0	39,385	0	0	0	43,101	0	
Mitsubishi Triton Tipping Tray Utility	0	0	37,380	0	0	0	41,225	0	0	0	
Mitsubishi Triton Tipping Tray Utility	32,000	0	0	0	36,009	0	0	0	39,407	0	
Mitsubishi Triton Tipping Tray Utility	0	0	37,380	0	0	0	41,225	0	0	0	
Suzuki panel van	0	0	0	21,954	0	0	0	24,087	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	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Plant & Equipment											
Backhoe - CAT 2015	0	0	0	0	0	0	0	216,786	0	0	
Grader - Volvo G930 Grader	355,000	0	0	0	0	0	0	0	0	0	
Grader - Volvo G930 Grader	0	0	0	0	427,612	0	0	0	0	0	
Grader - Volvo G930 Grader	0	391,682	0	0	0	0	0	0	0	0	
Grader - Volvo G930 Grader	0	0	0	0	0	0	0	0	0	478,485	
Loader - Volvo L90F Wheel Loader wi	0	0	0	285,399	0	0	0	0	0	0	
Roller - Bomag BW25RH Roller	0	0	0	0	0	184,311	0	0	0	0	
Roller - Free Roll Roller No 1	0	0	0	0	56,265	0	0	0	0	0	
Roller - Free Roll Roller No 3	0	0	0	0	0	0	0	0	0	62,959	
Roller - Smooth Drum Roller	0	0	0	0	0	0	0	0	0	201,468	
Tractor - John Deere Tractor	0	0	0	82,327	0	0	0	0	0	0	
Trailer - Howard Porter Side Tipping T	0	0	106,800	0	0	0	0	0	0	0	
Trailer - Howard Porter Tandem Axle T	0	0	0	0	0	0	0	0	36,944	0	
Trailer - T/A Side Tipping Trailer	0	0	0	0	0	0	0	0	73,888	0	
Truck - Fusso Canter	0	0	0	0	0	0	58,893	0	0	0	
Truck - Hino Fs1Elkd T/A Tip Truck	0	0	0	197,584	0	0	0	0	0	0	
Truck - Isuzu Tip 2007	0	0	0	0	0	0	94,229	0	0	0	
Truck - Primemover Hino Ranger	0	0	267,001	0	0	0	0	0	0	0	
Truck - Primemover UD Nissan Truck	0	0	0	0	0	264,947	0	0	0	0	
Truck - UD Nissan Tip Truck (Road M:	85,000	0	0	0	0	0	0	0	0	0	
Water Tanker - Stainless Steel	0	0	80,100	0	0	0	0	0	0	0	
AIRPORT											
Beacon Airstrip											
Infrastructure improvements	400,000	0	0	0	0	0	0	0	0	0	
ECONOMIC SERVICES											
TOURISM AND AREA PROMOTION											
Beacon Workers Accomodation											
Upgrade	0	120,000	0	0	0	0	0	0	0	0	
Tourism											
Upgrade Caravan Parks	0	0	0	0	22,532	0	141,573	0	0	25,241	
ECONOMIC DEVELOPMENT											
Property											
Sandalwood Shops	22,000	0	0	0	0	0	0	0	0	0	

Continued

Capital Works Program Continued

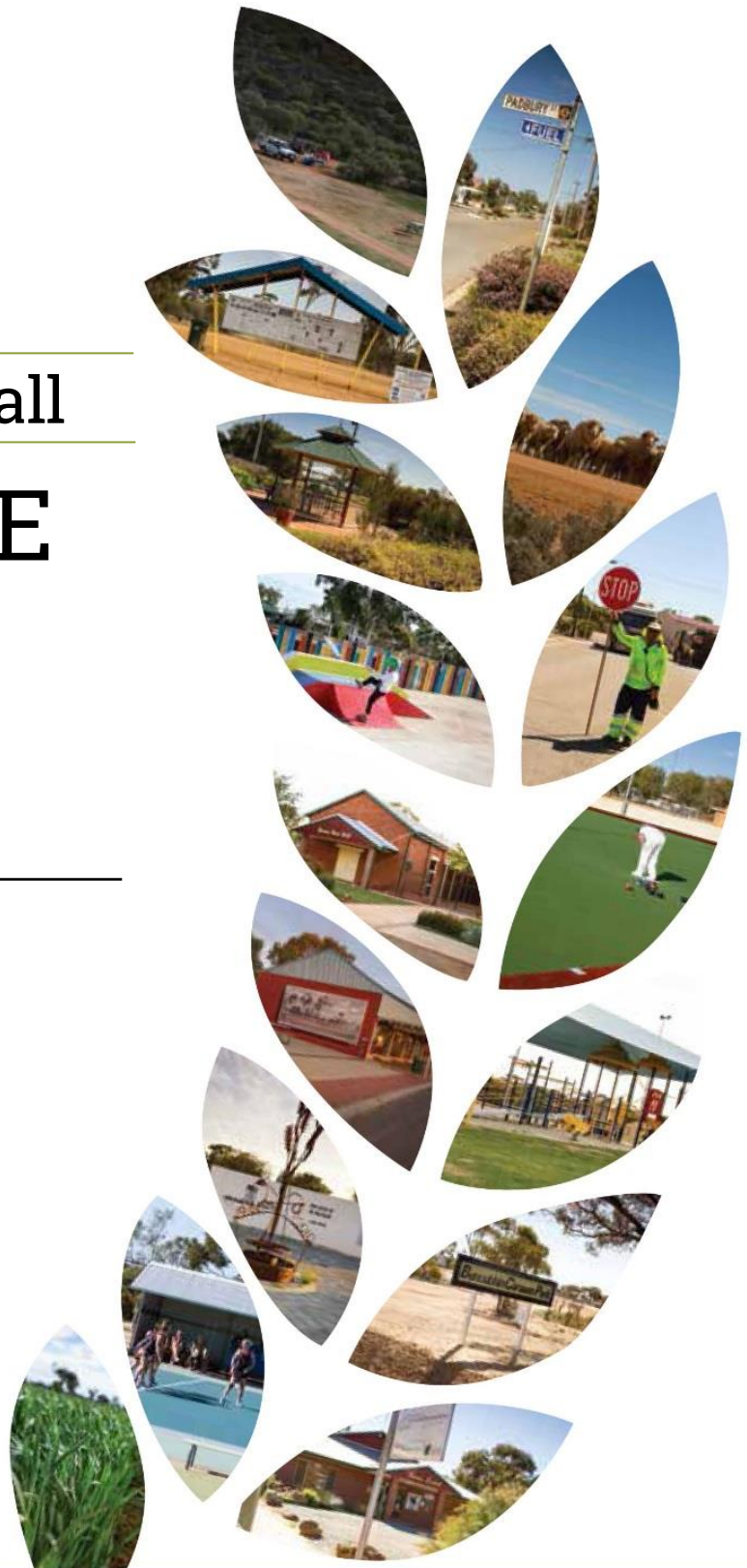
Reference	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
OTHER ECONOMIC SERVICES											
Plant & Equipment											
Bus - Toyota Coaster	0	104,448	0	0	0	0	0	0	0	0	0
OTHER PROPERTY AND SERVICES											
PLANT OPERATIONS											
Plant & Equipment											
Minor plant and equipment	0	5,222	5,340	5,488	5,626	5,760	5,889	6,022	6,157	6,296	
Total Outlays	5,910,339	2,475,085	5,197,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195	
SUMMARY											
Capital Outlays	\$	\$	\$	\$	\$	\$	\$	\$	\$		
New Outlays	164,350	10,449	280,000	0	0	0	0	25,773	0	0	
Renewal Outlays	5,745,989	2,464,636	4,917,422	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	2,475,085	5,197,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195	
Funding Sources											
Grants	2,651,808	992,324	1,965,929	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	
	3,011,808	1,180,332	2,131,469	1,324,048	1,355,448	1,369,836	1,388,112	1,453,308	1,493,383	1,569,682	
Council Resources											
Reserves	1,624,064	389,477	1,123,156	102,085	111,404	0	0	0	0	190,135	
Rates	173,953	905,276	1,115,997	1,152,834	1,243,367	1,356,165	1,443,862	1,584,857	1,703,324	1,852,378	
Cfwd Funds	897,380										
	2,695,397	1,294,753	2,239,153	1,254,919	1,354,771	1,356,165	1,443,862	1,584,857	1,703,324	2,042,513	
Loan	0	0	826,800	0	0	0	0	0	0	0	
	5,707,205	2,475,085	5,197,422	2,578,967	2,710,219	2,726,001	2,831,974	3,038,165	3,196,707	3,612,195	



Shire of Mt Marshall

CORPORATE BUSINESS PLAN

2017/18 to 2020/21





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 km² 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;

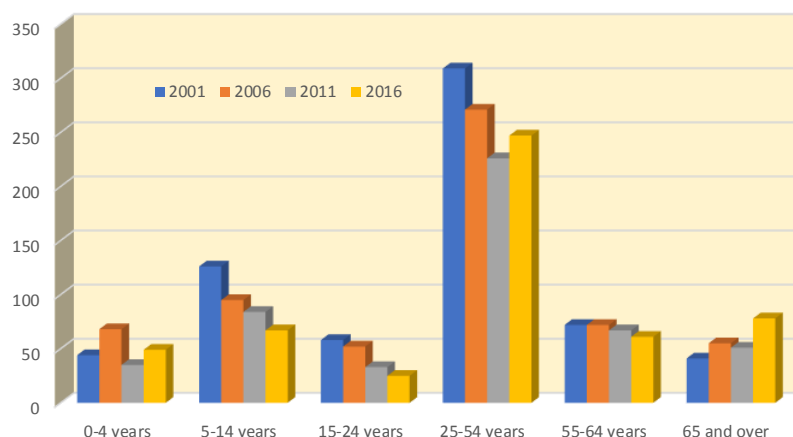
Area (km2)	10,134
Population (2016 census)	527
Km Roads Unsealed	1,440
Km Roads Sealed	307
Town sites	5
Population Centres	Bencubbin, Beacon
Density (Persons/km2)	0.052

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.

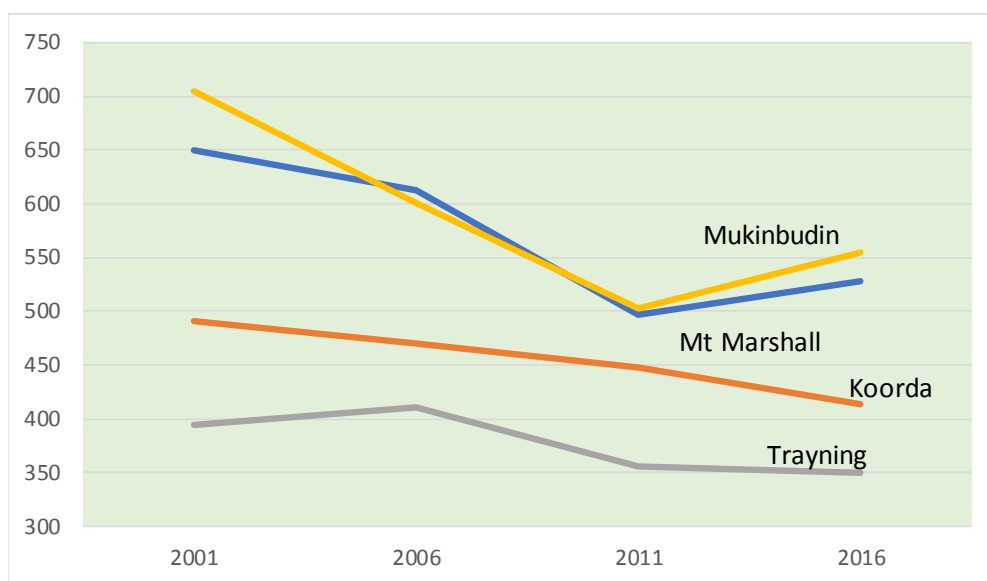


Children aged 0 - 14 years made up 22.1% of the population and people aged 65 years and over made up 14.8% of the population. Some 25.1% of people were attending an educational institution. Of these, 39.7% were in primary school, 8.4% in secondary school and 8.4% in a tertiary or technical institution.

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.

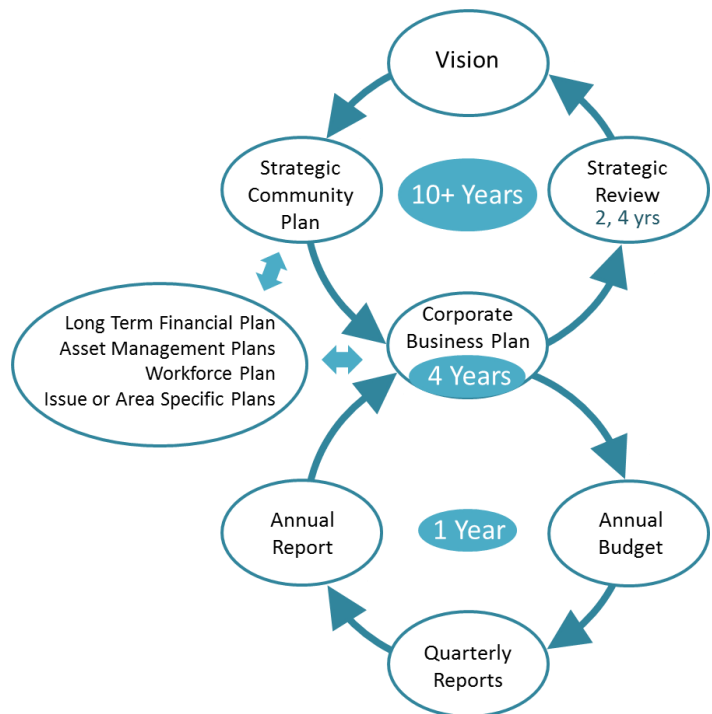
The Shire has used a 10-year period and sought community views and aspirations about where the community should be in ten years.

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

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

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

Note: 1.3.3.1 and 2.1.6.1 are the same fund.

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.

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	\$89,800	✓	✓	✓
		2.3.2.3	Complete Regional Road Group works program	WS	\$925,561	✓	✓	✓
		2.3.2.4	Complete Roads to Recovery works program	WS	\$918,567	✓	✓	✓
	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 Consider vulnerable environments or areas in need of protection	3.1.1.1	Consider 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 \$
Bencubbin Recreation Complex	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
Aquatic Centre	Social	Outlays	0	0	2,800,000	0
Upgrade	1.3.1	Grants	0	0	933,000	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	0	900,000	0
		Reserves	0	0	900,000	0
		General Funds	0	0	67,000	0
Council Works Program	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
Regional Road Group	Economic	Outlays	925,561	612,000	636,000	661,000
Road Works	2.3.2	Grants	617,041	408,020	424,021	440,689
Road works 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
Roads to Recovery	Economic	Outlays	918,567	540,000	540,000	540,000
Road Works	2.3.2	Grants	892,567	540,000	540,000	540,000
Road works 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
Blackspot Program	Economic	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
Operating revenues				
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/contribution	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 Revenue	3,653,938	5,097,334	5,499,544	5,945,329
Other funding sources				
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
Applied to				
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

80 Monger Street | PO Box 20, Bencubbin WA 6477
Phone: 08 9685 1202 | Fax: 08 9685 1299 | Email: admin@mtmarshall.wa.gov.au
www.mtmarshall.wa.gov.au

THE CENTRAL EAST AGED CARE ALLIANCE INC CONSTITUTION

Incorporating amendments passed at Annual General Meeting held
on Wednesday 2 November 2016.

Main points from GL:

- Conflict of Interest clause is missing
- Document needs page numbers inserted
- Consistency of use with 'Rule' Vs. 'rule'
- Term 'Independent Chair' needs to be defined in definitions
- Do we need a separate 'Schedule' outlining a process for the transfer of assets from member to CEACA and/or vice versa?

BW General Comment:

Could we not just assume that the Association is a Tier 3 and apply the financial and other principles that apply to the Tier. This way we can delete reference to the various requirements for the Tiers.

HW Would support BW's comment as this is was the premise of when CEACA's first constitution was developed. It is the way that CEACA already operates from a financial perspective.

Comment [HW1]: This is a comment/question raised by both Darren Mollenoyux and John Nuttall Agree that a clause needs to be inserted.
Would use the clause that is within the current constitution.

Formatted: Bulleted + Level: 1 +
Aligned at: 0.86 cm + Indent at:
1.49 cm

Formatted: Not Expanded by /
Condensed by

Contents

1. PRELIMINARY	1
2. INTERPRETATION	2
3. POWERS OF THE ASSOCIATION	3
4. NOT FOR PROFIT	5
5. BECOMING A MEMBER	3
6. LIABILITY AND ENTITLEMENTS OF MEMBERS	5
7. CEASING TO BE A MEMBER	7
8. MEMBERSHIP REGISTER	9
9. MEMBERSHIP FEES	10
10. POWERS AND COMPOSITION OF THE COMMITTEE	11
11. ROLE AND RESPONSIBILITIES OF COMMITTEE MEMBERS	12
12. APPOINTING COMMITTEE MEMBERS	15
13. CEASING TO BE A MEMBER OF THE MANAGEMENT COMMITTEE	17
14. COMMITTEE MEETINGS	18
15. REMUNERATION OF COMMITTEE MEMBERS	20
16. SUB-COMMITTEES AND DELEGATION	20
17. GENERAL MEETINGS	21
18. SPECIAL GENERAL MEETINGS	23
19. MAKING DECISIONS AT GENERAL MEETINGS	23
20. MINUTES OF MEETINGS	26
21. FUNDS AND ACCOUNTS	27
22. FINANCIAL YEAR OF THE ASSOCIATION	28
23. ANNUAL GENERAL MEETINGS	28
24. RULES OF THE ASSOCIATION	29
25. BY-LAWS OF THE ASSOCIATION	30
26. AUTHORITY REQUIRED TO BIND ASSOCIATION	30
27. THE ASSOCIATION'S BOOKS AND RECORDS	31
28. RESOLVING DISPUTES	32
29. CANCELLATION AND DISTRIBUTION OF SURPLUS PROPERTY	34

1. PRELIMINARY

1.1 Name of Association

The name of the Association shall be "The Central East Aged Care Alliance Inc".

Comment [HW2]: Should the acronym CEACA be included here as it is shown on the certificate of incorporation?

1.2 Vision of the Association

The Association and its constituent members recognise the need for affordable, suitable and sustainable housing that meets the needs of an ageing population in the Region. The Association will implement agreed strategies and secure funding from State and Commonwealth governments, the private sector and not for profit organisations to construct, manage, and maintain housing in the Region.

1.3 Objects and Purposes of Association

The objects and purposes of the Association are:

- (a) to provide housing for an ageing population in the CEACA Region;
- (b) to secure funding from various sources for the construction of housing;
- (c) to manage the housing across the Region, including its tenants and sale;
- (d) to maintain the housing constructed in the Region; and
- (e) to ensure the ongoing viability and increase the number of accommodation units across the Region as required.

Comment [HW3]: A comment from John Nuttall: "Is there a possibility that there may end up being some kind of 'service delivery' model relating to these units. There have been discussions regarding the future of healthcare etc., and if CEACA are going to end up in that space. If so, should there be some mention of that possibility in the above section(s)?"

Given that CEACA is looking to do a review of aged care service provision and the Verso Report detailed other areas of need in the "aged care" landscape there is justification for the vision and objects of the constitution being broadened.

1.4 Quorum for Committee Meetings

Fifty (50%) percent of the Committee Members plus one constitute a quorum for the conduct of the business at a Committee Meeting.

1.5 Quorum for General Meetings

Fifty (50%) of the total membership of Members personally present (being a natural person or a person appointed under rule 6.3(a)) and entitled to vote under these Rules at a General Meeting plus one will constitute a quorum for the conduct of business at a General Meeting.

1.6 Financial Year

The Association's Financial Year, will be the period of 12 months commencing on 1 July and ending on 30 June of each year.

Comment [BW4]: I see some value in defining the Committee as the "Management Committee" to avoid any confusion.

HW Agree with BWs comment. I think this would be a good way to go and from an administrative point of view would simplify preparation of agendas etc.

2. INTERPRETATION

2.1 Definitions

In these Rules, unless the contrary intention appears:

Act means the *Associations Incorporation Act 2015 (WA)*;

Annual General Meeting or **AGM** means the annual general meeting convened under rule 23.1;

Associate Member means a person, local government, body corporate, or other incorporated association, that satisfies the requirements of sub-rule 5.3(a) and whose application for membership is accepted by the Committee under sub-rule 5.4;

Association means the Central East Aged Care Alliance Inc;

Books of the Association has the meaning given to it in section 3 of the Act, and includes the following —

- (a) a register;
- (b) financial records, financial statements or financial reports, however compiled, recorded or stored;
- (c) a document;
- (d) any other record of information;

By-laws means by-laws made by the Association under rule 19;

Code of Conduct means the Code of Conduct of the Association (if any) which may be amended or added to from time to time by the Committee as it deems appropriate;

Commissioner means the person designated as the Commissioner from time to time under the Act;

Committee means the Management Committee required by the Act which is the body responsible for the management of the affairs of the Association;

Committee Meeting means a meeting referred to in rule 14.1;

Committee Member means a member of the Committee elected under rule 12;

Financial Records has the meaning given to it in section 62 of the Act and includes:

- (a) invoices, receipts, orders for the payment of money, bills of exchange, cheques, promissory notes and vouchers;
- (b) documents of prime entry; and
- (c) working papers and other documents needed to explain:
 - (i) the methods by which financial statements are prepared; and
 - (ii) adjustments to be made in preparing financial statements;

Financial Report has the meaning given to it in sections 62 and 63 of the Act;

Financial Statements has the meaning given to it in section 62 of the Act;

Financial Year has the meaning given to it in Rule 1.65;

General Meeting means an Annual General Meeting or a Special General Meeting of the Association;

General Member means a person, local government, body corporate or other incorporated association that satisfies the requirements of sub-rule 5.2(b) and whose application for membership is accepted by the Committee under sub-rule 5.4;

Member means a person, local government, body corporate or other incorporated association that becomes a member of the Association under these rules;

Comment [BW5]: If the word "The" is part of the title then need to be consistent with how it is included. In this case needs to be a capital "T"

HW As I commented above I do not believe "the" is required.

Office Holders has the meaning given to it at rule 10.2(c);

Ordinary Resolution means a resolution to decide a question, matter or resolution at a General Meeting that is not a Special Resolution;

Poll means voting conducted in written form which may include, but is not limited to a secret ballot (as opposed to general agreement or a show of hands);

Register means the register of Members referred to in rule 8.1(a);

Rule or **rule** means these rules of the Association as amended from time to time under rule 24.2;

Special General Meeting means the meeting convened under rule 18;

Special Resolution is a resolution of the Association passed in accordance with rule 19.1;

Surplus Property has the meaning given to it in the Act and means the property remaining when the association is wound up or cancelled after satisfying:

- (a) the debts and liabilities of the Association; and
- (b) the costs, charges and expenses of winding up the Association, but does not include books pertaining to the management of the Association;

Tier 1 Association has the meaning given to it in section 62 of the Act;

Tier 2 Association has the meaning given to it in section 62 of the Act;

Tier 3 Association has the meaning given to it in section 62 of the Act;

2.2 Interpretation

In these Rules, unless the contrary intention appears:

- (a) **(headings)** underlining, numberings, typesetting styles and layouts are for convenience only and do not affect the interpretation of these Rules;
- (b) **(gender)** a reference to any gender includes every gender;
- (c) **(person)** the word person includes a firm, a partnership, a joint venture, an organisation or an authority;
- (d) **(may)** the word may is permissive and not mandatory;
- (e) **(singular includes plural)** the singular includes the plural and Deputy versa;
- (f) **(grammatical form)** where a word or phrase is given a particular meaning, other parts of speech and grammatical forms of that word or phrase have corresponding meanings;
- (g) **(regulations)** a reference to a law includes regulations and instruments made under the law;
- (h) **(amendments to statutes)** a reference to a law or a provision of a law includes amendments, re-enactments or replacements of that law or the provision;
- (i) **(from time to time)** a power, an authority or a discretion reposed in the members', a member, the Committee or a Director may be exercised at any time

Comment [BW6]: Format

and from time to time;

- (j) **(function)** a reference to a function includes a reference to a power, authority and duty; and
- (k) **(exercise of a function)** a reference to the exercise of a function includes, where the function is a power, authority or duty, a reference to the exercise of the power or authority of the performance of the duty.

2.3 Notices

- (a) A notice or other communication connected with these Rules has no legal effect unless it is in writing and given as follows:
 - (i) delivered by hand to the nominated address of the addressee;
 - (ii) sent by post to the nominated postal address of the addressee; or
 - (iii) sent by e-mail or any other method of electronic communication (including facsimile) to the nominated electronic address of the addressee.
- (b) Any notice given to a Member under these rules, must be sent to Member's address as set out in the Register referred to in rule 8.1.
- (c) When a notice is:
 - (i) delivered by hand under rule 2.3(a)(i) it is properly served when delivered to, and received by, the recipient;
 - (ii) sent by ordinary pre-paid post under rule 2.3(a)(ii), it is taken to have been received five (5) working ~~three~~ days after posting;
 - (iii) sent by email under rule 2.3(a)(iii), it is taken to have been received at the time when the sender receives confirmation on its server that the message has been transmitted;
 - (iv) sent by facsimile under rule 2.3(a)(iii), it is taken to have been received at the time shown on ~~in~~ the transmission report as the time the whole facsimile was sent.

3. POWERS OF THE ASSOCIATION

3.1 Powers of the Association

The powers conferred on the Association are the same as those conferred by section 14 of the Act, so that subject to the Act, the Association may do all things necessary or convenient for carrying out its objects or purposes in a lawful manner, and in particular may:

- (a) acquire, hold, deal with, and dispose of any real or personal property;
- (b) open and operate bank accounts;
- (c) invest its money –
 - (i) as trust funds may be invested under the *Trustees Act 1962* Part III; or
 - (ii) in any other manner authorised by the rules of the Association;
- (d) borrow money upon such terms and conditions as the Association thinks fit;
- (e) give such security for the discharge of liabilities incurred by the Association as the Association thinks fit;
- (f) appoint agents to transact any business of the Association on its behalf;

- (g) enter into any other contract it considers necessary or desirable;
- (h) employ such persons as the Association deems appropriate to pursue the objects of the Association or to administer the affairs of the Association; and
- (i) may act as trustee and accept and hold real and personal property upon trust, but does not have power to do any act or thing as a trustee that, if done otherwise, would contravene this Act or the rules of the Association.

3.2 Paid Officers

- (a) The Committee may appoint from time to time an independent Chair and an Executive Officer for the Association and any other paid officers as may be required to conduct the affairs of the Association and may also terminate such appointments.
- (b) The term of appointment and employment terms and conditions and remuneration of the paid officers shall be on such terms as agreed by the Committee and the respective officers.

Comment [GL7]: With the Chair now having a casting vote it is important to define the term.

Formatted: Highlight

3.3 Office of the Association

The office of the Association shall be at such place as the Committee may from time to time determine.

4. NOT FOR PROFIT

4.1 Not-for-profit body

- (a) The property and income of the Association shall be applied solely towards promoting the objects or purposes of the Association and no part of that property or income may be paid or otherwise distributed, directly or indirectly, to any Member, except in good faith in the promotion of those objects or purposes.
- (b) A payment may be made to a Member out of the funds of the Association only if it is authorised under rule 4.1(c).
- (c) A payment to a Member out of the funds of the Association is authorised if it is:
 - (i) the payment in good faith to the Member as reasonable remuneration for any services provided to the Association, or for goods supplied to the Association, in the ordinary course of business; or
 the payment of interest on money borrowed by the Association from the Member, at a rate not greater than the cash rate published from time to time by the Reserve Bank of Australia; or
 - (ii) the payment of reasonable rent to a Member for premises leased by the Member to the Association; or
 - (iii) the reimbursement of reasonable expenses properly incurred by the Member on behalf of the Association.

5. BECOMING A MEMBER

5.1 Minimum Number of Members

The Association must have at least six Members with full voting rights.

5.2 General Members

(a) Foundation General Members

The foundation General Members of the Association are:

- (i) Council of the Shire of Bruce Rock;
- (ii) Council of the Shire of Kellerberrin;
- (iii) Council of the Shire of Koorda;
- (iv) Council of the Shire of Merredin;
- (v) Council of the Shire of Mt Marshall;
- (vi) Council of the Shire of Mukinbudin;
- (vii) Council of the Shire of Nungarin;
- (viii) Council of the Shire of Trayning;
- (ix) Council of the Shire of Westonia;
- (x) Council of the Shire of Wyalkatchem; and
- (xi) Council of the Shire of Yilgarn.

(b) Any person, local government, or body corporate or other incorporated association with interests or objectives which include objectives consistent with the objects of the Association may apply to be a General Member of the Association.

(c) A General Member has all the rights provided to Members under the rules, including full voting rights, and is eligible for nomination and appointment to the Committee and to be an Office Holder.

5.3 Associate Members

(a) Any person, local government, body corporate or other incorporated association that is not eligible, or does not wish, to be a General Member of the Association may apply to be an Associate Member of the Association.

(b) An Associate Member shall enjoy the same privileges and be subject to the same obligations as a General Member, except an Associate Member is not entitled or eligible to:

- (i) vote at any General Meeting;
- (ii) propose a resolution at a General Meeting;
- (iii) call a General Meeting;
- (iv) be nominated, elected, or appointed as a Committee Member or Office Holder;
- (v) nominate a Committee Member or Office Holder; or
- (vi) nominate a person, local government, body corporate, or other incorporated association to be a Member of the Association.

(c) An Associate Member who has been an Associate Member of the Association for

four years or longer may apply to be a General Member pursuant to rule 5.4(a).

5.4 Applying for Membership

- (a) A person, local government, body corporate, or other incorporated association who wish to become a Member must:
 - (i) be nominated for membership by two General Members (or persons appointed under rule 6.3(a) with authority to represent the General Members); and
 - (ii) apply in writing to the Association, using the prescribed form (if any) together with any fees due under rules 9.1 and 9.2.
- (b) A local government, body corporate, or other incorporated association who wish to become a Member must appoint in writing a natural person to represent it at a particular General Meeting, or at all General Meetings and on the Committee.
- (c) All application forms must:
 - (i) state the full name of the applicant;
 - (ii) state a contact postal, residential, or email address for the applicant; and
 - (iii) if applicable, appoint in writing a natural person to represent it at a particular General Meeting, or at all General Meetings and on the Committee, and state
 - A. the name of the appointed person; and
 - B. a contact postal, residential, or email address for the appointed person.
 - (iv) The selection of the natural person shall be at the discretion of the applicant. Without limiting that discretion, it is the intention of the Association that persons appointed by local government applicants shall comprise any member of the community within the jurisdiction of that local government.
- (d) All application forms must be signed by the applicant and the two nominating General Members (or persons appointed under rule 6.3(a) with authority to represent the General Members).
- (e) If the Association has more than one class of membership, the application form must specify the applicable class of membership.

Comment [BW8]: Prescribed by whom?

5.5 Deciding Membership Applications

- (a) The Committee will consider and decide whether to approve or reject any membership application.
- (b) Subject to rule 5.5(c) applications will be considered and decided in the order they are received by the Association.
- (c) When considering a membership application, the Committee may seek clarification of any matter or further information in support of the application, and may delay its decision to allow for that material to be provided and proceed to consider and decide other applications.
- (d) The Committee may approve a membership application if, in the view of the

Committee, the applicant:

- (i) meets the eligibility requirements for the relevant Membership class under rule 5.2(b) or 5.3(a); and
 - (ii) applies under rule 5.4.
- (e) The Committee may refuse to accept a membership application even if the Applicant has applied in writing and complies with all the eligibility requirements under rule 5.2(b) or 5.3(a).
- (f) As soon as is practicable after the Committee has made a decision under rule 5.5, the Committee must notify the applicant in writing of the outcome of their membership application but is not obliged to provide reasons for the decision, and the decision of the Committee shall be final.

5.6 Becoming a Member

- (a) An applicant becomes a Member if:
- (i) the applicant is eligible for membership under rule 5.2(b) or 5.3(a);
 - (ii) the applicant applies in writing using the prescribed form (if any) to the Association under rule 5.4;
 - (iii) the Committee approves the Applicant's application for membership submitted under rule 5.5; and
 - (iv) the applicant has paid the levy or any fees due under rules 9.1 and 9.2 (if any).
- (b) The Applicant immediately becomes a Member of the applicable class of Membership, and is entitled to exercise all the rights and privileges of that class of Membership, and must comply with all of the obligations of Membership under these Rules, when rule 5.6(a) has been fulfilled.

5.7 Recording Membership in the Register

The Secretary must enter the name of a Member in the Register within 28 days after the Member becomes a Member under these rules.

6. LIABILITY AND ENTITLEMENTS OF MEMBERS

6.1 Classes of Members

- (a) The membership of the Association consists of:
- (i) General Members; and
 - (ii) Associate Members;
- (b) The Association may have any class of membership determined by resolution of Members at a General Meeting.
- (c) If the Association has two or more classes of members, no member can belong to more than one class of membership.
- (d) Subject to any limitation specified in these rules, each class of Membership shall have rights and benefits as determined by the Committee or by resolution of Members at a General Meeting.
- (e) The maximum number of General Members is unlimited unless the Association in General Meeting decides otherwise.

6.2 Membership Voting Rights of Members

- (a) Each Member that is entitled to vote has one (1) vote at a General Meeting of the Association.

6.3 Voting by a local government, other body corporate, or other incorporated association

- (a) A Member which is a local government, body corporate, or other incorporated association must appoint in writing a natural person to represent it at a particular General Meeting, or at all General Meetings and on the Committee.
- (b) A copy of the written appointment using the prescribed form (if any) must be lodged with the Secretary.
- (c) A person appointed under rule 6.3(a) has authority to represent the local government, other body corporate, or other incorporated association as a Member:
 - (i) in the case of an appointment in respect of a particular General Meeting, until the conclusion of that General Meeting; or
 - (ii) otherwise, until the appointment is revoked in writing by the local government, body corporate, or other incorporated association, and notice of the revocation is given to the Secretary.

6.4 Liability of Members

- (a) A Member is only liable for their outstanding levy or outstanding membership fees payable under rules 9.1 and 9.2, if any.
- (b) Subject to rule 6.4(a), a Member is not liable, by reason of the person's Membership, for the liabilities of the Association or the cost of winding up the Association.
- (c) Rule 6.4(b) does not apply to liabilities incurred by or on behalf of the Association by the Member before incorporation.

Comment [GL9]: Given the Committee is effectively acting as a Board of Directors, are members of the Committee subject to the same liability as Directors?

6.5 Payment to Members

- (a) Subject to rule 6.5(b), no portion of the income or property of the Association may be paid directly or indirectly, by way of dividend, bonus or otherwise to the Members.
- (b) Rule 6.5(a) does not prevent:
 - (i) the payment in good faith of remuneration to any officer, employee or Member in return for any services actually rendered to the Association or for goods supplied in the ordinary and usual course of business;
 - (ii) the payment of interest at a rate not exceeding the prevailing market rate published by the Reserve Bank of Australia as the "Cash Rate Target" from time to time on money borrowed from any Member;
 - (iii) the payment of reasonable and proper rent by the Association to a Member for premises leased by the Member to the Association; or
 - (iv) the reimbursement of expenses incurred by a Member, or any Committee Member on behalf of the Association.

Comment [BW10]: What happens in the case of two LGs who are members amalgamating?

HW A good question and is one that requires resolution.

6.6 Membership Entitlements not Transferable

Subject to rule 6.3(a), a right, privilege or obligation that a person, local government, body corporate or other incorporated association has because it, he or she is a Member of the Association:

- (a) is not capable of being transferred to any other person, local government, body corporate, or association; and
- (b) ends when the membership ceases for that person, local government, body corporate, or other incorporated association.

7. CEASING TO BE A MEMBER

7.1 Ending Membership

- (a) The membership of a person, local government, body corporate, or other incorporated association (as the case may be) ends, if the Member:
 - (i) dies;
 - (ii) ceases to be a Member under rule 9.1(d);
 - (iii) ceases to be a Member under rule 9.2(d);
 - (iv) resigns as a Member under rule 7.2; or
 - (v) is expelled from the Association under rule 7.3.
- (b) For a period of one year after a person's membership ends, the Secretary must keep a record of:
 - (i) the date on which a person, local government, body corporate, or other incorporated association ceases to be a Member under rule 7.1(a); and
 - (ii) the reason why the person, local government, body corporate, or other incorporated association ceases to be a Member.
- (c) If a local government, body corporate, or other incorporated association ceases to be a Member, then any appointment to a natural person made by it under rule 6.3 immediately ceases to have any effect.

7.2 Resigning as a Member

- (a) A Member who has paid all amounts payable by the Member to the Association in respect of their membership, may resign from membership by giving written notice of their resignation to the Secretary.
- (b) The Member resigns:
 - (i) at the time the Secretary receives the notice; or
 - (ii) if a later time is stated in the notice, at that later time.
- (c) Any Member who resigns from the Association remains liable to pay to the Association any outstanding fees which may be recovered as a debt due to the Association by the Member.

7.3 Suspending or Expelling Members

- (a) The Committee may, by resolution, discipline a Member by any means considered appropriate, or suspend or expel a Member from membership if, in the opinion of the Committee:

- (i) the Member (or any person authorised to represent the Member under rule 6.3) refuses or neglects to comply with these rules or the Code of Conduct; or
 - (ii) the conduct or behavior of the Member (or any person authorised to represent the Member under rule 6.3):
 - A. is detrimental to the interests of the Association; or
 - B. has brought the Association into disrepute; or
 - C. has brought discredit on the Association; or
 - (iii) the Member is an undischarged bankrupt; or
 - (iv) the Member applied for and obtained Membership under a false pretence or by providing false information.
- (b) The Committee must hold a Committee Meeting to decide whether to suspend or expel a Member.
- (c) The Secretary must, not less than 28 days before the Committee Meeting referred to in rule 7.3(b), give written notice to the Member:
- (i) of the proposed suspension or expulsion and the grounds on which it is based;
 - (ii) of the date, place and time of the Committee Meeting;
 - (iii) that the Member, or the Member's representative, may attend the Committee Meeting; and
 - (iv) that the Member, or the Member's representative, may address the Committee at the meeting and will be given a full and fair opportunity to state the Member's case orally, or in writing, or both.
- (d) At the Committee Meeting referred to in rule 7.3(b) the Committee must:
- (i) give the Member, or the Member's representative, a full and fair opportunity to state the Member's case orally;
 - (ii) give due consideration to any written statement submitted by the Member; and
 - (iii) determine by an absolute majority whether or not the Member should be:
 - A. expelled from the Association; or
 - B. suspended from membership, and if so, the period that the Member should be suspended from membership; or
 - C. disciplined by any means considered appropriate, which may include, without limitation, reprimanding the Member or requesting that the Member resign from the Association; or
 - D. exonerate the Member
- (e) Once the Committee has decided to suspend or expel a Member under rule 7.3(d), the Member (and any person authorised to represent the Member under rule 6.3(a)) is immediately suspended or expelled from membership.
- (f) The Secretary must inform the Member in writing of the decision of the Committee and the reasons for the decision, within 7 days of the Committee Meeting referred to in rule 7.3(d).

Comment [HW11]: A comment from John Nuttall: "7.3 (d) (iii) Suspending or Expelling Members

There is reference to an absolute majority vote in this section. In other areas (19) it talks about Special Resolution or Ordinary Resolution. Is this either confused with Special Resolution, or if not should it have a definition at the beginning (especially if LG's are moving away and non LG people need to have clarity about what such a vote requires)?"

Agree that KG needs to clarify/rewrite

7.4 Right of Appeal of against Suspension or Expulsion

New CEACA Constitution - draft 6:2315477_1

If a Member is suspended or expelled or disciplined under rule 7.3, the person may appeal the Committee's decision by giving written notice to the Secretary within 14 days of receiving notice of the Committee's decision under rule 7.3(f) requesting the appointment of a mediator under rule 28.2(c)

7.5 Reinstatement of a Member

If the Committee's decision to suspend or expel or discipline a Member is revoked under these rules, any act performed by the Committee or Members in General Meeting during the period that the Member was suspended or expelled from Membership under rule 7.3(e), is deemed to be valid, notwithstanding the Member's inability to exercise their rights or privileges of Membership, including voting rights, during that period.

7.6 When a Member is Suspended

- (a) If a Member's membership is suspended under rule 7.3(e), the Secretary must record in the Register:
 - (i) the name of the Member that has been suspended from membership;
 - (ii) the date on which the suspension takes effect; and
 - (iii) the length of the suspension as determined by the Committee under 7.3(d)(iii)B.
- (b) A Member that has been suspended under rule 7.3(e) cannot exercise any rights or privileges of membership, including voting rights, during the period they are suspended from membership.
- (c) Upon the expiry of the period of a Member's suspension, the Secretary must record in the Register that the Member is no longer suspended.

8. MEMBERSHIP REGISTER

8.1 Register of Members

- (a) The Secretary or a person authorised by the Committee from time to time must maintain a register of Members and make sure that the Register is up to date.
- (b) The Register must contain:
 - (i) the full name of each Member;
 - (ii) a contact postal, residential or email address of each Member;
 - (iii) the class of membership held by the Member;
 - (iv) the date on which the person became a Member; and
 - (v) the name and contact details of any person appointed by the Member under rule 6.3(a).
- (c) Any change in membership of the Association must be recorded in the Register within 28 days after the change occurs.
- (d) The Register must be kept and maintained at the Associations listed office or at such other place as the Committee decides.

8.2 Inspecting the Register

- (a) Any Member, or a person appointed by a Member under rule 6.3(a), is able to inspect the Register free of charge, at such time and place as is mutually convenient to the Association and the Member.
- (b) A Member must contact the Secretary to request to inspect the Register.
- (c) The Member may make a copy of details from the Register but has no right to remove the Register for that purpose.

8.3 Copy of the Register

- (a) A Member, or a person appointed by a Member under rule 6.3(a), may make a request in writing for a copy of the Register.
- (b) The Committee may require a Member who requests a copy of the Register to provide a statutory declaration setting out the purpose of the request and declaring that the purpose is connected with the affairs of the Association.
- (c) The Association may charge a reasonable fee to the Member for providing a copy of the Register, the amount to be determined by the Committee from time to time.

8.4 When Using the Information in the Register is Prohibited

A Member, or a person appointed by a Member under rule 6.3(a), must not use or disclose the information on the Register:

- (a) to gain access to information that a Member has deliberately denied them (that is, in the case of social, family or legal differences or disputes);
- (b) to contact, send material to the Association or a Member for the purpose of advertising for political, religious, charitable or commercial purposes unless the use of the information is approved by the Committee, or
- (c) for any other purpose unless the purpose:
 - (i) is directly connected with the affairs of the Association; or
 - (ii) relates to the provision of information to the Commissioner in accordance with a requirement of the Act.

9. MEMBERSHIP FEES

9.1 Members Levy

- (a) The Committee may from time to time determine the amount of a Member's levy to be paid by each Member or each class of Members from time to time.
- (b) Each Member must pay the Member's levy determined under rule 9.1(a) to the Treasurer, or a person authorised by the Committee to receive payments, as and when decided by the Committee.
- (c) If a Member pays the Member's levy within 3 calendar months after the due date, the Member retains all the rights and privileges of a Member for the purposes of these Rules during that time, including the right to vote.
- (d) Subject to rule 9.1(e), if a person fails to pay the annual Membership fee within 3 calendar months after the due date, the person ceases to be a

Comment [GL12]: We need more overall clarity on whether we are calling this a Fee or a Levy in this clause.

HW Comments around membership fees etc was one raised by ray Hooper following last year's AGM. I think that clarity is required.

Comment [BW13]: Wonder of this is too long a time after the due date. This is open invitation to pay everything 3 months after it is due

Formatted: No bullets or numbering

Member.

- (e) If a person ceases to be a Member under rule 9.1(d), and subsequently pays to the Association all the Member's levy, the Committee may, if it thinks fit, reinstate the Member's rights and privileges from the date on which the outstanding fees are paid, including the right to vote.

9.2 Annual Membership Fee

- (a) The Committee may from time to time determine the amount of the annual membership fee, if any, to be paid by each Member or each class of Members.
- (b) Each Member must pay the Member's annual membership fee determined under rule 9.2(a) to the Treasurer, or a person authorised by the Committee to receive payments, as and when decided by the Committee.
- (c) If a Member pays the annual membership fee within 3 calendar months after the due date, the Member retains all the rights and privileges of a Member for the purposes of these Rules during that time, including the right to vote.
- (d) Subject to rule 9.2(e), if a Member fails to pay the annual Membership fee within 3 calendar months after the due date, the Member ceases to be a Member of the Association.
- (e) If a Member ceases to be a Member under rule 9.2(d), and subsequently pays to the Association all the Member's outstanding fees, the Committee may, if it thinks fit, reinstate the Member's rights and privileges from the date on which the outstanding fees are paid, including the right to vote.

Comment [BW14]: Same comment as last item

10. POWERS AND COMPOSITION OF THE COMMITTEE

10.1 Powers of the Committee

- (a) The governing body of the Association is to be called the Committee and it has authority to control and manage the affairs of the Association.
- (b) Subject to the Act, these rules and any by-law or lawful resolution passed by the Association in General Meeting, the Committee:
 - (i) may exercise all powers and functions as may be exercised by the Association, other than those powers and functions that are Required by these rules to be exercised by General Meetings of the Members; and
 - (ii) has power to perform all acts and do all things as appear to the Committee to be necessary or desirable for the proper management of the business and affairs of the Association.

10.2 Committee Members

- (a) The Committee is to consist of:
 - (i) the Office Holders of the Association; and
 - (ii) one other Member.
- (b) The maximum number of other Members of the Committee is to be determined by the Committee.

Comment [BW15]: 10.2(a)(ii) refers to one member and 10.2(b) suggests that the maximum number of members can be more than one.

- (c) The Office Holders of the Association are:
 - (i) The Chair;
 - (ii) the Deputy Chair;
 - (iii) the Secretary; and
 - (iv) the Treasurer.
- (d) A Committee Member must be a natural person over 18 years in age, and either:
 - (i) a financial General Member; or
 - (ii) a person appointed under rule 6.3(a) and who has authority to represent a financial General Member.
- (e) No person shall be entitled to hold more than one of the positions set out in rule 10.2(c) at any time.
- (f) No person shall be entitled to hold a position on the Committee if the person has been convicted of, or imprisoned in the previous five years for:
 - (i) an indictable offence in relation to the promotion, formation or management of a body corporate;
 - (ii) an offence involving fraud or dishonesty punishable by imprisonment for a period of not less than three months; or
 - (iii) an offence under Part 4 Division 3 or section 127 of the Act, unless the person has obtained the consent of the Commissioner.
- (g) No person shall be entitled to hold a position on the Committee if the person is, according to the Interpretation Act section 13D, a bankrupt or a person whose affairs are under insolvency laws unless the person has obtained the consent of the Commissioner.

11. ROLE AND RESPONSIBILITIES OF COMMITTEE MEMBERS AND OFFICERS

11.1 Obligations of the Committee

The Committee must take all reasonable steps to ensure the Association complies with its obligations under the Act and these rules.

11.2 Responsibilities of Committee Members

- (a) A Committee Member must exercise his or her powers and discharge his or her duties with a degree of care and diligence that a reasonable person would exercise in the circumstances.
- (b) A Committee Member must exercise his or her powers and discharge his or her duties in good faith in the best interests of the Association and for a proper purpose.
- (c) A Committee Member or former Committee Member must not improperly use information obtained because he or she is a Committee Member to:
 - (i) gain an advantage for himself or herself or another person; or
 - (ii) cause detriment to the Association.
- (d) A Committee Member or former Committee member must not improperly use his or her position to:

- (i) gain an advantage for himself or herself or another person; or
 - (ii) cause detriment to the Association.
- (e) A Committee Member having any material personal interest in a matter being considered at a Committee Meeting must:
 - (i) as soon as he or she becomes aware of that interest, disclose the nature and extent of his or her interest to the Committee;
 - (ii) disclose the nature and extent of the interest at the next General Meeting of the Association; and
 - (iii) not be present while the matter is being considered at the Committee Meeting or vote on the matter.
- (f) Rule 11.2(e) does not apply in respect of a material personal interest that:
 - (i) exists only because the Committee Member belongs to a class of persons for whose benefit the Association is established; or
 - (ii) the Committee Member has in common with all, or a substantial proportion of, the members of the Association.
- (g) The Secretary must record every disclosure made by a Committee Member under rule 11.2(e) in the minutes of the Committee Meeting at which the disclosure is made.
- (h) No Committee Member shall make any public statement or comment or cause to be published any words or article concerning the conduct of the Association unless the person is authorised by the Committee to do so and such authority is recorded in the minutes of the Committee Meeting.

11.3 Chair

The Chair:

- (a) must consult with the Secretary regarding the business to be conducted at each Committee Meeting and each General Meeting;
- (b) may convene special meetings of the Committee under rule 14.1(c);
- (c) may preside over Committee Meetings under rule 14.3;
- (d) may preside over General Meetings under rule 17.4; and
- (e) must ensure that the minutes of a General Meeting or Committee Meeting are reviewed and signed as correct under rule 20.1(c).

11.4 The Deputy Chair

The Deputy Chair:

- (a) shall assist the Chair in carrying out his or her duties and responsibilities as described in rule 11.3; and
- (b) shall perform those duties and responsibilities if the absence of, and in accordance with the instructions of, the Chair.

11.5 Secretary

The Secretary shall be responsible for fulfilling the directives of the Committee and the day-to-day operations of the Association, and must:

- (a) co-ordinate the correspondence of the Association;
- (b) consult with the Chair about all business to be conducted at meetings and convene General Meetings and Committee Meetings, including preparing the notices of meetings and of the business to be conducted at each meeting;
- (c) keep and maintain in an up to date condition the rules of the Association as required by rule 24.1 and any by-laws of the Association made in accordance with rule 25;
- (d) maintain the register of the Members, referred to in rule 8.1;
- (e) maintain the record of office holders of the Association, referred to in rule 11.76;
- (f) ensure the safe custody of the Books (with the exception of the Accounting Records) of the Association under rule 27.1;
- (g) keep full and correct minutes of Committee Meetings and General Meetings; and
- (h) perform any other duties as are imposed by these rules or the Association on the Secretary.

11.6 The Treasurer

The Treasurer must:

- (a) ensure all moneys payable to the Association are collected, and that receipts are issued for those moneys in the name of the Association;
- (b) ensure the payment of all moneys referred to in rule 11.6(a) into the account or accounts of the Association as the Committee may from time to time direct;
- (c) ensure timely payments from the funds of the Association with the authority of a General Meeting or of the Committee;
- (d) ensure that the Association complies with the account keeping requirements in Part 5 of the Act;
- (e) ensure the safe custody of the Financial Records of the Association and any other relevant records of the Association;
- (f) if the Association is a Tier 1 Association, coordinate the preparation of the Financial Statements of the Association prior to their submission to the annual general meeting of the Association;
- (g) if the Association is a Tier 2 Association or Tier 3 Association, coordinate the preparation of the Financial Report of the Association prior to its submission to the annual general meeting of the Association;
- (h) assist the reviewer or auditor (if any) in performing their functions; and
- (i) perform any other duties as are imposed by these Rules or the Association

on the Treasurer.

11.7 Record of Office Holders

- (a) The Secretary or a person authorised by the Committee from time to time must maintain a record of office holders.
- (b) The record of office holders must include:
 - (i) the full name of each Office Holder;
 - (ii) the office held and the dates of appointment and (if applicable) cessation of the appointment; and
 - (iii) a current contact postal, residential or email address of each Office Holder.
- (c) The record of office holders must be kept and maintained at the Secretary's place of residence, or at such other place as the Committee decides.

11.8 Inspecting the Record of Office Holders

- (a) Any Member, or a person appointed by a Member under rule 6.3(a), is able to inspect the record of Office Holders free of charge, at such time and place as is mutually convenient to the Association and the Member.
- (b) The Member may make a copy of details from the record of Office Holders but has no right to remove the record for that purpose.

12. APPOINTING COMMITTEE MEMBERS

12.1 Appointment to the Committee

- (a) Committee Members are appointed to the Committee by:
 - (i) election at an AGM; or
 - (ii) appointment to fill a casual vacancy under rule 13.1(b); or
 - (iii) an independent Chair appointed from time to time by the Committee under rule 3.2.
- (b) The Committee may from time to time appoint an independent Chair under rule 3.2, or it may determine that the Chair is to be elected from and by the General Members at a General Meeting.
- (c) A Committee Member is the Member. A General Member that is a local government, body corporate or other incorporated association will be represented on the Committee by a natural person appointed under rule 6.3(a) in the position elected by the Member's representative from time to time.

Comment [BW16]: Is this out of context as if read literally does not make sense.

12.2 Nominating for Membership of the Committee

- (a) A General Member is not eligible for election to be a Committee Member unless another General Member (who is a natural person, or a person appointed under rule 6.3(a)) has nominated him or her, in and using the prescribed form (if any), as a candidate for election.
- (b) The Secretary must send a notice calling for nominations for election to the Committee and specifying the date for the close of nominations, to all General Members at least twenty-one (21) days before the date on which the

AGM is to be held.

- (c) Nominations for election to the Committee shall close at least fourteen (14) days before the AGM.
- (d) The nomination for election must be in the prescribed form:
 - (i) in writing;
 - (ii) signed by the nominator, and the nominee (to signify his or her willingness to stand for election); and
 - (ii) delivered via fax, email or post to the Secretary on or before the date for the close of nominations.
- (e) If a nomination for election to the Committee is not made in accordance with rules 12.2 (f) the nomination is to be deemed invalid and the Member will not be eligible for election unless rule 12.3(c) takes effect.

Comment [BW17]: Should this be 12.2(d)?

12.3 Electing Committee Members

- (a) If the number of valid nominations received under rule 12.2 is equal or less than to the number of vacancies to be filled for the relevant position on the Committee, the Member nominated shall be deemed to be elected at the AGM.
- (b) If the number of valid nominations exceeds the number of vacancies to be filled for the relevant position on the Committee, elections for the positions must be conducted at the AGM.
- (c) If there are not enough valid nominations to fill the number of vacancies for the relevant positions on the Committee, the candidates nominated are (if any) deemed to be elected and further nominations may be received from the floor of the AGM.
- (d) A General Member who is eligible for election or re-election may have another General Member nominate him or her from the floor for election or re-election.
- (e) Where the number of nominations from the floor exceeds the remaining number of vacancies on the Committee, elections for those positions must be conducted.
- (f) If an insufficient number of nominations are received from the floor for the number of vacancies on the Committee that remain, each relevant position on the Committee is declared vacant by the person presiding at the AGM and rule 13.1(b) applies.
- (g) The elections for office holders or ordinary Committee Member are to be conducted at the AGM in the manner directed by the Committee.
- (h) A list of candidates, names in alphabetical order, with the names of the Members who nominated each candidate, must accompany the notice of the AGM.

12.4 Voting in Elections for Membership of the Committee

- (a) Subject to rule 19.3(e), each Member (who is a natural person, or a person appointed under rule 6.3(a)) present and eligible to vote at the AGM may vote for one candidate for each vacant position on the Committee.
- (b) A Member who nominates for election or re-election may vote for himself or herself.
- (c) Elections for a position on the Committee at the AGM shall be conducted by

Comment [GL18]: There is no clause 19.3(e).

Formatted: Highlight

secret ballot. If any candidates receive an equal number of votes, the successful candidate shall be determined by a second or further ballots between the candidates with the equal number of votes until a clear winner is determined.

12.5 **Term of Office of Committee Members**

- (a) At each AGM of the Association, the appointment of:
 - (i) The Chair, subject to the Committee determining under rule 12.2(a) that the Chair is to be elected from and by the Members at the AGM, shall be elected for a term of three (3) years;
 - (ii) the Deputy Chair, Secretary, and Treasurer, subject to 12.2(a), shall be elected for a term of one (1) year; and
 - (iii) the remaining Committee Member or Members shall be elected for a term of one (1) year.
- (b) Subject to rule 12.5(a), a Committee Member's term will commence on the date of his or her:
 - (i) election at an AGM; or
 - (ii) appointment to fill a casual vacancy that arises under rule 13.1(b); or
 - (iii) in the case of an independent Chair appointed by the Committee under rule 3.2, the date of such appointment.
- (c) All retiring Committee Members are eligible, on nomination under rule 12.2, for re-election, provided that the Chair shall serve no more than two (2) consecutive terms on the Committee.

Comment [BW19]: I think the wording in this rule is very confusing as it relates to the Chair. On one hand you have an independent chair and the other you have a chair elected from within. If the chair is elected from within are they elected for 3 years.

HW The matter of clarifying the definition and wording of the chair is raised by GL as has voting rights for the chair by JN

Formatted: Highlight

Comment [GL20]: The Chair is 'independent' and not a member.

Formatted: Highlight

13. **CEASING TO BE A MEMBER OF THE MANAGEMENT COMMITTEE**

13.1 **Vacant Positions on the Committee**

- (a) A casual vacancy occurs in the office of a Committee Member and that office becomes vacant if the Committee Member:
 - (i) dies;
 - (ii) ceases to be a Member;
 - (iii) becomes disqualified from holding a position under rule 10.2 (f) or (g) as a result of bankruptcy or conviction of a relevant criminal offence;
 - (iv) becomes permanently incapacitated by mental or physical ill-health;
 - (v) resigns from office under rule 13.2;
 - (vi) is removed from office under rule 13.3; or
 - (vii) is absent from more than:
 - A. three (3) consecutive Committee Meetings without leave of absence that has been granted by the Committee; or
 - B. three (3) Committee Meetings in the same Financial Year without tendering an apology to the person presiding at each of those Committee Meetings, where the Committee Member received notice of the meetings, and the Committee has resolved to declare the office vacant.

- (b) If a position on the Committee is declared vacant under rule 12.3(e), or there is a casual vacancy within the meaning of rule 13.1(a), the continuing Committee Members may:
 - (i) appoint a Member to fill that vacancy until the conclusion of the next AGM; and
 - (ii) subject to rule 13.1(c), act despite the vacant position on the Committee.
- (c) If the number of Committee Members is less than the number fixed under rule 1.3 as the quorum for Committee Meetings, the continuing Committee Members may act only to:
 - (i) increase the number of Members on the Committee to the number required for a quorum; or
 - (ii) convene a General Meeting of the Association.

Comment [GL21]: Is this the correct clause reference?

Formatted: Highlight

Formatted: Highlight

Comment [GL22]: I think this should be clause 1.4?

Formatted: Highlight

13.2 Resigning from the Committee

- (a) A Committee Member may resign from the Committee by giving written notice of resignation to the Secretary, or if the Committee Member is the Secretary, to the Chair.
- (b) The Committee Member resigns:
 - (i) at the time the notice is received by the Secretary or Chair under rule 13.2(a); or
 - (ii) if a later time is stated in the notice, at the later time.

13.3 Removal from Committee

- (a) Subject to rule 13.1(a)(vii), a Committee Member may only be removed from his or her position on the Committee by resolution at a General Meeting of the Association if a majority of the Members present and eligible to vote at the meeting vote in favour of the removal.
- (b) The Committee Member who faces removal from the Committee must be given a full and fair opportunity at the General Meeting to decide the proposed resolution, to state his or her case as to why the Member should not be removed from his or her position on the Committee.
- (c) If all Committee Members are removed by resolution at a General Meeting, the Members must, at the same General Meeting, elect an interim Committee. The interim Committee must, within two months, convene a General Meeting of the Association for the purpose of electing a new Committee.

14. COMMITTEE MEETINGS

14.1 Meetings of the Committee

- (a) The Committee must meet at least nine (9) times in each year, with no more than two (2) months between meetings.
- (b) The Committee is to determine the place and time of all Committee Meetings.
- (c) ~~MSpecial~~ meetings of the Committee may be convened under rule 14.2 by:
 - (i) the Chair; or
 - (ii) any two Committee Members.

Comment [GL23]: Minimum of four (4) meetings in each year.

BW Comment:
I would agree 9 times a year is a lot.

Formatted: Highlight

14.2 Notice of Committee Meetings

- (a) The Secretary must give each Committee Member at least 48 hours' notice of each Committee Meeting before the time appointed for holding the meeting.
- (b) Notice of a Committee Meeting must specify the general nature of the business to be transacted at the meeting.
- (c) Subject to rule 14.2(d), only the business specified on the notice of the Committee Meeting is to be conducted at that meeting.
- (d) Urgent business may be conducted at Committee Meetings if the Committee Members present at a Committee Meeting unanimously agree to treat the business as urgent.

14.3 Chairing at Committee Meetings

- (a) The Chair or, in the Chair's absence, the Deputy-Chair is to preside as chairperson of each Committee Meeting.
- (b) If the Chair and the Deputy-Chair are absent or unwilling to act, the remaining Committee Members must choose one of their number to preside as chairperson at the Committee Meeting.

14.4 Procedure of the Committee Meeting

- (a) The quorum for a Committee Meeting is specified at rule 1.43. The Committee cannot conduct business unless a quorum is present.
- (b) If, within half an hour of the time appointed for the meeting, a quorum is not present the meeting is to stand adjourned to the same time, day and place in the following week.
- (c) If at a meeting adjourned under rule 14.4(b), a quorum is not present within half an hour of the time appointed for the meeting, the Committee Members personally present will constitute a quorum.
- (d) Committee Meetings may take place:
 - (i) where the Committee Members are physically present together; or
 - (ii) where the Committee Members are able to communicate by using any technology that reasonably allows at the discretion of the Chair or a majority of those Committee Members physically present, the Committee Member to participate fully in discussions as they happen in the Committee Meeting and in making decisions, provided that the participation of the Member in the Committee Meeting must be made known to all other Members.
- (e) A Committee Member who participates in a meeting as set out in rule 14.4(d)(ii):
 - (i) is deemed to be present at the Committee Meeting; and
 - (ii) continues to be present at the meeting for the purposes of establishing a quorum,until the Committee Member notifies the other Committee Members that he or she is no longer taking part in the Committee Meeting.

- (f) Subject to these Rules, the Committee Members present at the Committee Meeting are to **determine the** procedure and order of business to be followed at a Committee Meeting.
- (g) All Committee Members have the right to attend and vote at Committee Meetings.
- (h) All Members, or other guests, may attend Committee Meetings if invited by the Committee but the person shall not have any right to comment without invitation, or any right to vote, or to be provided with copies of any agenda, minutes of meetings, or documents presented to such meetings.
- (i) The Secretary or a person authorised by the Committee from time to time must keep minutes of the resolutions and proceedings of all Committee Meetings together with a record of the names of persons present at each meeting.

Comment [GL24]: Note for HW: We will need to add an item to meeting Agendas to review the order of business at each meeting under this clause.

HW This will be done upon adoption of the new constitution.

Formatted: Highlight

14.5 Voting at Committee Meetings

- (a) Each Committee Member present at a Committee Meeting has a deliberate vote.
- (b) A question arising at a Committee Meeting is to be decided by a majority of votes, but if there is an equality of votes, the chairperson of the Committee Meeting as set out in rule 14.3 is entitled to exercise a second or casting vote.
- (c) Decisions may be made by general agreement or a show of hands.
- (d) A poll by secret ballot must be used if requested by any one Committee Member who prefers to determine a matter in this way and the person presiding over the Committee Meeting is to oversee the ballot.

14.6 Acts not Affected by Defects or Disqualifications

Any act performed by the Committee, a sub-committee or a person acting as a Committee Member is deemed to be valid even if the act was performed when:

- (a) there was a defect in the appointment of a Committee Member, sub-committee or person holding a subsidiary office; or
- (b) a Committee Member, a sub-committee member or a person holding a subsidiary office was disqualified from being a Member.

15. REMUNERATION OF COMMITTEE MEMBERS

Subject to rule 3.2(a) and 4.1(c), a Committee Member must not receive any remuneration for their services as a Committee Member.

16. SUB-COMMITTEES AND DELEGATION

16.1 Appointment of Sub-Committee

- (a) The Committee may appoint (or may cancel) one or more sub-committees as considered appropriate by the Committee from time to time to assist with the conduct of the Association's operations, or to examine or report on any matter.

- (b) Sub-committees may comprise (in such numbers as the Committee determines) Members and non-members.
- (c) Subject to these rules, the sub-committee members present at the sub-committee meeting are to determine the procedure and order of business to be followed at the sub-committee meeting.
- (d) The Sub-Committee shall remain responsible to, and must follow any directions of, the Committee at all times.

16.2 **Delegation by Committee to Sub-Committee**

- (a) The Committee may delegate, in writing, to any or all of the sub-committees, any authority, power or functions and may cancel any authority, powers or functions, as the Committee sees fit from time to time.
- (b) Despite any delegation under this rule, the Committee may continue to exercise all its functions, including any function that has been delegated to a sub-committee and remains responsible for the exercise of those functions at all times.

16.3 **Delegation to Subsidiary Offices**

- (a) The Committee may create and fill such subsidiary office as may be necessary for the proper and efficient management of the Association's affairs.
- (b) The Committee may delegate, in writing, to any person holding a subsidiary office any authority, power or functions and may cancel any authority, powers or functions, as the Committee sees fit from time to time.
- (c) Despite any delegation under this rule, the Committee may continue to exercise all its functions, including any function that has been delegated to a subsidiary office and remains responsible for the exercise of those functions at all times.

17. **GENERAL MEETINGS**

17.1 **Procedure for General Meetings**

- (a) General Meetings may take place where the Members (being a natural person or a person appointed under rule 6.3(a))¹:
 - (i) are physically present together; or
 - (ii) where the Members are able to communicate by using any technology that reasonably allows at the discretion of the Chair or a majority of those Committee Members physically present, the Member to participate fully in discussions as they happen in the General Meeting and in making any decisions, provided that the participation of the Member in the General Meeting must be made known to all other Members.
- (b) A Member who participates in a meeting as set out in rule 17.1(a)(ii):
 - (i) is deemed to be present at the General Meeting; and
 - (iii) continues to be present at the meeting for the purposes of establishing a quorum,

until the Member notifies the other Members that he or she is no longer taking part in the General Meeting.

17.2 Quorum for General Meetings

- (a) The Quorum for General Meetings is specified in rule 1.4.
- (b) Subject to rules 17.2(c) and (d), no business is to be conducted at a General Meeting unless a quorum of Members entitled to vote under these Rules is present at the time when the meeting is considering that item.
- (c) If, within thirty (30) minutes of the time appointed for the commencement of a General Meeting, a quorum is not present:
 - (i) in the case of a Special General Meeting, the meeting is to stand adjourned to:
 - A. a place, date, and time as determined by the Committee; and
 - B. the Secretary must give notice of the adjourned Special General Meeting in the same or substantially the same manner as General Meetings are convened;
 - (ii) in the case of an AGM, the meeting is to stand adjourned to:
 - A. the same time and day in the following week; and
 - B. the same place unless another place is specified by the Chair at the time of the adjournment or by written notice to the Members given before the day to which the meeting is adjourned.
- (d) If at the adjourned meeting a quorum is not present within thirty (30) minutes of the time appointed for the commencement of the meeting, the Members present are to constitute a quorum.

17.3 Notice of General Meetings and Motions

- (a) The Secretary must give at least:
 - (i) 21 days' notice of a General Meeting to each Member, or
 - (ii) 21 days' notice of a General Meeting to each Member if a Special Resolution is proposed to be moved at the General Meeting.
- (b) The notice convening a General Meeting must specify:
 - (i) the place, date and time of the meeting; and
 - (ii) the particulars and order of the business to be conducted at the meeting.
- (c) The notice convening a General Meeting or any notice of motion must be issued in the manner prescribed by rule 2.3.

17.4 Presiding Member

- (a) The Chair, or in the Chair's absence the Deputy-Chair, is to preside as chairperson of each General Meeting.
- (b) If the Chair and the Deputy-Chair are absent or unwilling to act, the remaining Committee Members must choose one of their number to preside as chairperson at the General Meeting.

17.5 Adjournment of General Meetings

- (a) The person presiding over a General Meeting, at which a quorum is present, may adjourn the meetings from time to time and place to place with the consent of a majority of Members present at the meeting.
- (b) No business is to be conducted at an adjourned meeting other than the unfinished business from the meeting that was adjourned.
- (c) When a General Meeting is adjourned for 14 days or more, the Secretary must give notice of the adjourned meeting in accordance with rules 2.2 and 17.3 as if that General Meeting was a new General Meeting.

Comment [GL25]: Is this reference correct?

Formatted: Highlight

18. SPECIAL GENERAL MEETINGS

18.1 Special General Meeting

- (a) The Committee may at any time convene a Special General Meeting of the Association.
- (b) The Secretary must convene a Special General Meeting of the Association within 28 days after receiving a written request to do so from at least 20 per cent of the total number of General Members.

18.2 Request for Special General Meeting

A request by the General Members (being a natural person or a person appointed under rule 6.3(a)) for a Special General Meeting must:

- (a) state the purpose of the meeting;
- (b) be signed by the required number of General Members making the request as specified in rule 18.1(b); and
- (c) be lodged with the Secretary.

18.3 Failure to Convene Special General Meeting

- (a) If the Secretary fails to convene a Special General Meeting within the 28 days referred to in rule 18.1(b), the General Members who made the request may convene a Special General Meeting within 3 months after the original request was lodged as if the Members were the Committee.
- (b) A Special General Meeting must be convened in the same or substantially the same manner as General Meetings are convened by the Committee and the Association must pay the reasonable expenses of convening and holding the Special General Meeting.

19. MAKING DECISIONS AT GENERAL MEETINGS

19.1 Special Resolutions

- (a) A Special Resolution must be moved at a General Meeting where notice of the Special Resolution has been given under rule 19.1(c).
- (b) A Special Resolution of the Association is required to:

- (i) amend the name of the Association;
 - (ii) amend the rules, under rule 24.2;
 - (iii) affiliate the Association with another body;
 - (iv) transfer the incorporation of the Association;
 - (v) amalgamate the Association with one or more other incorporated associations;
 - (vi) voluntarily wind up the association;
 - (vii) cancel incorporation; or
 - (viii) request that a statutory manager be appointed.
- (c) Notice of a Special Resolution must:
- (i) be in writing;
 - (ii) include the place, date and time of the meeting;
 - (iii) include the intention to propose a Special Resolution;
 - (iv) set out the wording of the proposed Special Resolution; and
 - (v) be given in accordance with rule 2.3.
- (d) If notice is not given in accordance with rule 19.1(c), the Special Resolution will have no effect.
- (e) A Special Resolution must be passed at a General Meeting at which there is a quorum and be supported by the votes of not less than three-fourths of the Members present in person or by postal vote, and eligible to cast a vote at the meeting.

19.2 Ordinary Resolutions

Subject to these rules, a majority of votes will determine an Ordinary Resolution.

19.3 Voting at meetings

- (a) Subject to these Rules, each General Member (who is a natural person, or a person appointed under rule 6.3(a)) has one vote at a General Meeting of the Association.
- (b) A person casts a vote at a meeting either by:
 - (i) voting at the meeting either in person or through the use of technology as under rule 17.1(a)(ii); or
 - (ii) by postal vote in accordance with rule 19.4(a).
- (c) In the case of an equality of votes at a General Meeting, the chairperson of the meeting is entitled to exercise a second or casting vote.
- (d) A Member is only entitled to vote at a General Meeting if the Member's name is recorded in the Register, or who is a person appointed under rule 6.3(a), as at

Comment [HW26]: 19.3 (c) Voting at Meetings

This section allows for the Chair to have a casting vote. It is the complete opposite of the previous constitution (s19.7). Is this change intended by the group?

The issue of the chair voting is also raised by GL

the date the notice of the General Meeting was sent out under rule 17.3.

19.4 Postal Voting

- (a) Any Member entitled to vote, but unable to attend any Annual General Meeting or Special General Meeting, may vote by postal vote, provided the Member:
 - (i) has requested in writing at least six (6) days prior to the Annual General Meeting or Special General Meeting that the Secretary provide a postal vote form;
 - (ii) exercise his or her or its vote by such postal vote in the prescribed form sent by the Secretary for that purpose; and

returned the form marked and signed as prescribed in a sealed envelope (marked "postal vote") to the Secretary at least forty-eight (48) hours before the date and time set for the Annual General Meeting or Special General Meeting.
 - (iii) Such postal votes will be counted prior to the commencement of the Annual General Meeting or Special General Meeting by a **returning officer** appointed for such purpose by the Committee.

Comment [BW27]: Do you really need this!!!

HW Would agree with BW – think postal voting at this time and into the foreseeable future is unlikely and its inclusion makes adds a layer of administrative complexity and cost which for now can't be justified.

Comment [GL28]: Do we need to outline the process of appointing a returning officer at the AGM?

Formatted: Highlight

19.5 Manner of Determining Whether Resolution Carried

- (a) Unless a Poll is demanded under rule 19.6, if a question arising at a General Meeting of the Association is determined by general agreement or a show of hands, a declaration must be made by the chairperson of the General Meeting that the resolution has been:
 - (i) carried unanimously;
 - (ii) carried by a particular majority; or
 - (iii) lost.
- (b) If the declaration relates to a Special Resolution, then subject to rule 19.1(c), the declaration should state that a Special Resolution has been determined.
- (c) The declaration made under rule 19.5(a) must be entered into the minute book of the Association.
- (d) The entry in the minute book of the Association under rule 19.5(c) is evidence of the fact that the resolution has been determined, without proof of the number or proportion of the votes recorded in favour of or against that resolution.

19.6 Poll at General Meetings

- (a) At a General Meeting, a Poll on any question may be demanded by either:
 - (i) the chairperson of the meeting; or
 - (ii) at least three Members present in person.
- (b) If a Poll is demanded at a General Meeting, the Poll must be taken in a manner as the chairperson of the meeting directs and a declaration by the chairperson of the result of the Poll is evidence of the matter so declared.
- (c) If a Poll is demanded at a General Meeting, the Poll must be taken:
 - (i) immediately in the case of a Poll which relates to electing a person to preside over the meeting;

- (ii) immediately in the case of a Poll which relates to adjourning the meeting; or
- (iii) in any other case, in the manner and time before the close of the meeting as the chairperson directs.

20. MINUTES OF MEETINGS

20.1 Minutes of Meetings

- (a) The Secretary or a person authorised by the Committee from time to time must keep minutes of the resolutions and proceedings of all General Meetings and Committee Meetings together with a record of the names of persons present at each meeting.

- (b) The minutes are to be taken and then to be entered within 30 days after the holding of each meeting, into a minute book kept for that purpose.
- (c) The Chair must ensure that the minutes of a General Meeting or Committee Meeting under rule 20.1(a) are reviewed and signed as correct by:
 - (i) the chairperson of the General Meeting or Committee Meeting to which those minutes relate; or
 - (ii) the chairperson of the next succeeding General Meeting or Committee Meeting.
- (d) When minutes have been entered and signed as correct under this rule, they are, until the contrary is proved, evidence that:
 - (i) the General Meeting or Committee Meeting to which they relate was duly convened and held;
 - (ii) all proceedings recorded as having taken place at the General Meeting or Committee Meeting did in fact take place at the meeting; and
 - (iii) all appointments or elections purporting to have been made at the meeting have been validly made.
- (e) The minutes of General Meetings may be inspected by a Member under rule 27.2.
- (f) The minutes of Committee Meetings may be inspected by a Member under rule 27.2 unless the Committee determines that the minutes of Committee Meetings generally, or the minutes of a specific Committee Meeting are not to be available for inspection.

21. FUNDS AND ACCOUNTS

21.1 Control of Funds

- (a) The funds of the Association must be kept in an account in the name of the Association in a financial institution determined by the Committee.
- (b) The funds of the Association are to be used in pursuance of the objects of the Association.
- (c) The Secretary shall open and operate and maintain bank accounts in the name of the Association and shall have all moneys received by the Association deposited into such an account.
- (d) Cheques drawn on the Association's Account shall be signed by:
 - (i) the Secretary or in his or her absence by a duly authorised Committee Members; and
 - (ii) shall be countersigned by another duly authorised Committee Member.

Comment [BW29]: Why is this not the treasurer?

Comment [GL30]: How does this work with our current system of payments?

Comment [BW31]: This clause needs to be rewritten to reflect that cheques are not used and allow for EFT. Also I think the clause should be sufficiently flexible to allow the Committee to appoint who they like to approve and authorize payments.

Formatted: Highlight

Formatted: Highlight

Formatted: Highlight

- (e) The Secretary may open investment bank accounts in the name of the Association for the investment of Association moneys received into the Association bank account. Moneys drawn from the investment account shall be signed by:
 - (iii) the Secretary or in his or her absence by a duly authorised Committee Member; and
 - (iv) shall be countersigned by another duly authorised Committee Member.
- (f) All expenditure above the maximum amount set by the Committee from time to time must be approved or ratified at a Committee Meeting.

21.2 Source of Association Funds

- (a) The funds of the Association may be derived from annual membership fees of Members, donations, State or Commonwealth grants, interest, and any other sources approved by the Committee.
- (b) The Association must, as soon as practicable:
 - (i) deposit all money received by the Association, to the credit of the Association's bank account, without deduction; and
 - (ii) after receiving any money, issue an appropriate receipt.

21.3 Financial Records

- (a) The Association must keep Financial Records that:
 - (i) correctly record and explain its transactions, financial position and performance; and
 - (ii) enable true and fair financial statements to be prepared in accordance with Part 5 of the Act.
- (b) The Association must retain its Financial Records for at least 7 years after the transactions covered by the records are completed.

21.4 Financial Statements and Financial Reports

- (a) For each financial year, the Association must ensure that the requirements under Part 5 of the Act are met.
- (b) Without limiting rule 21.4(a), those requirements include—
 - (i) if the Association is a Tier 1 Association, the preparation of the Financial Statements;
 - (ii) If the Association is a Tier 2 Association or Tier 3 Association, the preparation of the Financial Report;
 - (iii) if required, the review or auditing of the Financial Statements or Financial Report (whichever is applicable);
 - (iv) if the Association is a Tier 1 Association, the presentation of the Financial Statements to the annual general meeting of the

Comment [GL32]: Fee or Levy?

Formatted: Highlight

- Association (and, if required, a copy of the report of the review or auditor's report, whichever is applicable);
- (v) if the Association is a Tier 2 Association or a Tier 3 Association, the presentation of the Financial Report to the annual general meeting of the Association (and a copy of the report of the review or auditor's report, whichever is applicable); and
- (vi) if required by the regulations made under the Act, the lodgement of the annual return with the Commissioner.

21.5 Review or Audit of Financial Statements or Financial Report

The Association must ensure that a review or audit is undertaken of the Financial Statements or Financial Report of the Association if:

- (a) the Association is a Tier 2 or Tier 3 Association;
- (b) the by-laws of the Association require a review or audit;
- (c) the Members require a review or audit by resolution at a General Meeting;
- (d) an audit or review is directed by the Commissioner; or
- (e) an audit or review is required as a condition of a funding arrangement; or holding of a charitable collections licence.

22. FINANCIAL YEAR OF THE ASSOCIATION

The financial year of the association is at rule 1.65.

23. ANNUAL GENERAL MEETINGS

23.1 Annual General Meeting

- (a) Subject to rule 23.1(b), the Association must convene an AGM each calendar year:
 - (i) within 6 months after the end of the Association's Financial Year; or
 - (ii) within a longer period as the Commissioner may allow.
- (b) If the Association requires the approval from the Commissioner to hold its AGM within a longer period under rule 23.1(a)(ii), the Secretary must apply to the Commissioner no later than four months after the end of the Association's Financial Year.

23.2 Notice of AGM

The notice convening an AGM must specify that it is the AGM of the Association and otherwise must comply with rules 2.3 and 17.3 (as applicable).

23.3 Business to be Conducted at AGM

- (a) Subject to rule 23.1, the AGM of the Association is to be convened on a date, time and place as the Committee decides.
- (b) At each AGM of the Association, the business of the AGM shall include in this order:
 - (i) confirmation of the minutes of the last preceding AGM and of any Special General Meeting held since that meeting if the minutes of that Special General Meeting have not yet been confirmed;
 - (ii) the Chairs report;
 - (iii) the Treasures report:
 - A. and if the Association is a Tier 1 Association, must present the Financial Statements of the Association for the preceding Financial Year; and
 - B. if the Association is a Tier 2 Association or a Tier 3 Association, must present the Financial Report of the Association for the preceding Financial Year;
 - (iv) if applicable, appoint or remove a reviewer or auditor in accordance with the Act;
 - (v) if applicable, present a copy of the report of the review or the auditor's report to the Association;
 - (vi) the election of the Office Holders and ordinary Committee Members whose terms expire;
 - (vii) special business of which notice is given; and
 - (viii) general business.

24. RULES OF THE ASSOCIATION

24.1 Rules of the Association

- (a) These rules bind every Member and the Association and each Member agrees to comply with these rules.
- (b) The Association must provide, free of charge, a copy of the rules in force, at the time Membership commences, to each person who becomes a Member under rule 5.5.
- (c) The Association must keep a current copy of the rules.

24.2 Amendment of Rules, Name and Objects

- (a) The Association may alter, rescind or add to these Rules by Special Resolution in accordance with rule 19.1 and not otherwise.
- (b) When a Special Resolution amending the Rules is passed, the required documents must be lodged with the Commissioner within:
 - (i) one month after the Special Resolution is passed; or

- (ii) a longer period as the Commissioner may allow.
- (c) Subject to rule 24.2(d), an amendment to the Rules does not take effect until the required documents are lodged with the Commissioner under rule 24.2(b).
- (d) An amendment to the Rules that changes or has the effect of changing:
 - (i) the name of the Association; or
 - (ii) the objects or purposes of the Association,
 does not take effect until the required documents are lodged with the Commissioner under rule 24.2(b) and the approval of the Commissioner is given in writing.

25. BY-LAWS OF THE ASSOCIATION

25.1 The Members of the Association may make, amend and repeal by-laws for the management of the Association by Ordinary Resolution at a General Meeting provided that the by-laws are not inconsistent with the rules or the Act.

25.2 The by-laws made under rule 25.1:

- (a) Do not form part of the Rules;
- (b) May make provision for:
 - (i) classes of Membership and the rights and obligations that apply to each class of Membership;
 - (ii) requirements for financial reporting, financial accountability or audit of accounts in addition to those prescribed by the Act and the Rules;
 - (iii) restrictions on the powers of the Committee including the power to dispose of assets;
 - (iv) a requirement for members to hold a specified educational, trade or professional qualification; and
 - (v) any other matter that the Association considers necessary or appropriate; and
- (c) Must be available for inspection by Members.

26. AUTHORITY REQUIRED TO BIND ASSOCIATION

26.1 Executing Documents

- (a) The Association may execute a document without using a common seal if the document is signed by:
 - (i) any two Committee Members; or
 - (ii) one Committee Member and a person authorised by the Committee.

26.2 Use of the Common Seal

- (a) If the Association has a common seal on which its corporate name appears in legible characters:

- (i) the Secretary or any other person as the Committee from time to time decides must provide for its safe custody; and
 - (ii) it must only be used under resolution of the Committee.
- (b) The Association executes a document with its common seal, if the fixing of the seal is done:
 - (i) under resolution of the Committee; and
 - (ii) witnessed by any two of the ~~Chair~~President, the Deputy Chair President, or the Secretary.
- (c) Every use of the common seal must be recorded in the Committee's minute book.

27. THE ASSOCIATION'S BOOKS AND RECORDS

27.1 Custody of the Books of the Association

- (a) Except as otherwise decided by the Committee from time to time, the Secretary must keep in his or her custody or under his or her control all of the Books of the Association with the exception of including the Financial Records, which, except as otherwise directed by the Committee from time to time, are to be kept under the custody or control of the Treasurer.
- (b) The Books of the Association must be retained for at least 7 years.

27.2 Inspecting the Books of the Association

- (a) Subject to these rules, and in particular rule 20.1(f), a Member is able to inspect the Books of the Association, with the exception of the Financial Records, free of charge at such time and place as is mutually convenient to the Association and the Member.
- (b) A Member must contact the Secretary to request to inspect the Books of the Association.

- (c) The Member may copy details from the Books of the Association but has no right to remove the Books of the Association for that purpose.

27.3 Prohibition on Use of Information in the Books of the Association

- (a) A Member must not use or disclose information in the Books of the Association except for a purpose:
 - (i) that is directly connected with the affairs of the Association; or

Formatted: Highlight

Comment [GL33]: Is this standard and required by the model rules? If not, I wouldn't think this is appropriate or warranted.

Formatted: Highlight

- (ii) related to the provision of the information to the Commissioner in accordance with a requirement of the Act.

27.4 Returning the Books of the Association

Outgoing Committee Members are responsible for transferring all relevant assets and Books of the Association to the new Committee within 14 days of ceasing to be a Committee Member.

28. RESOLVING DISPUTES

28.1 Disputes Arising under the Rules

- (a) This rule applies to:
 - (i) disputes between Members; and
 - (ii) disputes between the Association and one or more Members that arise under the rules or relate to the rules of the Association.
- (b) In this rule “Member” includes any former Member whose membership ceased not more than six months before the dispute occurred.
- (c) The parties to a dispute must attempt to resolve the dispute between themselves within 14 days of the dispute coming to the attention of each party.
- (d) If the parties are unable to resolve the dispute, any party to the dispute may initiate a procedure under this rule by giving written notice to the Secretary of the parties to, and details of, the dispute.
- (e) The Secretary must convene a Committee Meeting within 28 days after the Secretary receives notice of the dispute under rule 28.1(d) for the Committee to determine the dispute.
- (f) At the Committee Meeting to determine the dispute, all parties to the dispute must be given a full and fair opportunity to state their respective cases orally, in writing or both.
- (g) The Secretary must inform the parties to the dispute of the Committee's decision and the reasons for the decision within 7 days after the Committee Meeting referred to in rule 28.1(e).
- (h) If any party to the dispute is dissatisfied with the decision of the Committee they may elect to initiate further dispute resolution procedures as set out in the Rules.

Comment [GL34]: There may be other parties to disputes other than members – we need to broaden this to include contractors etc.

28.2 Mediation

- (a) This rule applies:
 - (i) where a person is dissatisfied with a decision made by the Committee under rule 28.1; or

- (ii) where a dispute arises between a Member or more than one Member and the Association and any party to the dispute elects not to have the matter determined by the Committee.
- (b) Where the dispute relates to a proposal for the suspension or expulsion of a Member this rule does not apply until the procedure under rule 7.3 in respect of the proposed suspension or expulsion has been completed.
- (c) If the parties to a dispute are unable to resolve the dispute between themselves within the time required by rule 28.1(c), or a party to the dispute is dissatisfied with a decision made by the Committee under rule 28.1(g) a party to a dispute may:
 - (i) provide written notice to the Secretary of the parties to, and the details of, the dispute;
 - (ii) agree to, or request the appointment of, a mediator.
- (d) The party, or parties requesting the mediation must pay the costs of the mediation.
- (e) The mediator must be:
 - (i) a person chosen by agreement between the parties; or
 - (ii) in the absence of agreement:
 - A. if the dispute is between a Member and another Member – a person appointed by the Committee; or
 - B. if the dispute is between a Member or more than one Member and the Association, the Committee or a Committee Member then an independent person who is a mediator appointed to, or employed with, a not for profit organisation.
- (f) A Member can be a mediator, but the mediator cannot be a Member who is a party to the dispute.
- (g) The parties to the dispute must, in good faith, attempt to settle the dispute by mediation.
- (h) The parties are to exchange written statements of the issues that are in dispute between them and supply copies to the mediator at least 5 days before the mediation session.
- (i) The mediator, in conducting the mediation, must:
 - (i) give the parties to the mediation process every opportunity to be heard;
 - (ii) allow all parties to consider any written statement submitted by any party; and
 - (iii) ensure that natural justice is accorded to the parties to the dispute throughout the mediation process.
- (j) The mediator must not determine the dispute and the mediation must be confidential. Information provided by the parties in the course of the

mediation cannot be used in any other legal proceedings that may take place in relation to the dispute.

28.3 Inability to Resolve Disputes

If a dispute cannot be resolved under the procedures set out in the Rules, any party to the dispute may apply to the State Administrative Tribunal to determine the dispute in accordance with the Act or otherwise at law.

29. CANCELLATION AND DISTRIBUTION OF SURPLUS PROPERTY

- (a) The Association may cease its activities and have its incorporation cancelled in accordance with the Act if the General Members, who are on the Register of Members and who are eligible to vote under the rules, resolve by Special Resolution that the association will:
 - (i) apply to the Commissioner for cancellation of its incorporation; or
 - (ii) appoint a liquidator to wind up its affairs.
- (b) The Association must be wound up under rule 29(a)(ii) and Part 9 of the Act before cancellation can take place if it has outstanding debts or any other outstanding legal obligations, or is a party to any current legal proceedings.
- (c) Upon cancellation of the Association, and subject to rule 29(d), the Surplus Property must only be distributed to one or more of the following, having objects similar to the objects of the Association:
 - (i) an incorporated association under the Act;
 - (ii) a company limited by guarantee that is registered as mentioned in section 150 of the Corporations Act 2001 (Cwth);
 - (iii) a company holding a licence that continues in force under section 151 of the Corporations Act 2001(Cwth);
 - (iv) a body corporate that:
 - A. is a Member or former member of the Association; and
 - B. at the time of the Surplus Property is distributed, has rules that prevent the property being distributed to its members;
 - (v) a trustee for a body corporate referred to in rule 29(c)(v); or
 - (vi) a co-operative registered under the Co-operatives Act 2009 that, at the time of the distribution, is a non-distributing co-operative as defined in that Act.

Comment [GL35]: There is no clause 29(d)

Formatted: Highlight

Formatted: Highlight