



SHIRE OF MENZIES

Agenda

**FOR THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON**

27 August 2020

Commencing at 1.00pm

**27 August
2020**

Ordinary Meeting of Council

SHIRE OF MENZIES
NOTICE OF ORDINARY MEETING OF COUNCIL

Dear Council Member,

The next Ordinary Meeting of the Shire of Menzies will be held on 27 August 2020 in the Shire of Menzies Council Chambers commencing at 1.00pm.



Pascoe Durtanovich
Acting Chief Executive Officer

24 August 2020

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Menzies for any act or omission or statement or intimation occurring during this meeting.

It is strongly advised that persons do not act on what is heard at this meeting and should only rely on written confirmation of Council's decision, which will be provided within fourteen (14) days of this meeting.

FINANCIAL INTEREST

A financial interest occurs where a Councillor, or person with whom the Councillor is closely associated, has direct or indirect financial interest in the matter. That is, the person stands to make a financial gain or loss from the decision, either now or at some time in the future.

An indirect financial interest includes a reference to a financial relationship between that person and another person who requires a Local Government decision in relation to the matter.

Councillors should declare an interest:

- a) In a written notice given to the Chief Executive Officer (CEO) before the meeting: or
- b) At the meeting, immediately before the matter is discussed.

A member who has declared an interest must not:

- Preside at the part of the meeting relating to the matter: or
- Participate in or be present during the discussion of decision-making procedure relating to the matter unless the member is allowed to do so under Section 5.68 or 5.69 of the *Local Government Act 1995*.

Councillor Attendance
Shire of Menzies Council Meetings 2019/2020

Council Meeting Date	Leave of Absence	Apologies	Electronic Attendance	Absent
28 February 2019	-	Cr D Hansen	Cr I Baird	
28 March 2019	-	-	-	-
24 April 2019	-	-	Cr D Hansen Cr I Baird	-
30 May 2019	-	-	-	-
27 June 2019	-	-	-	Cr D Hansen
25 July 2019	-	Cr D Hansen	-	-
29 August 2019	-	Cr I Tucker Cr J Lee	-	-
26 September 2019	Adjourned			
31 October 2019	-	-	-	-
28 November 2019	-	Cr D Hansen	-	-
12 December 2019	-	Cr I Baird Cr D Hansen	-	-
27 February 2020	-	-	Cr J Lee	-
26 March 2020	-	-	Crs I Baird & Hansen by video Crs Lee, Ashwin by telephone with Cr J Dwyer by telephone at 1.29 pm.-	-
30 April 2020	-	Cr Hansen	Crs Baird (at Pila Nguru Aboriginal Corp), Lee & Ashwin (at MAC) by video	-
28 May 2020	-	-	Crs Baird (at Pila Nguru Aboriginal Corp), Lee (at MAC) by video conference and Ashwin by	-
25 June 2020	-	-	Cr Ashwin in the transportable in the MAC yard. Cr Lee in the office at the MAC Centre	Cr Baird Cr Hansen

Council Meeting Date	Leave of Absence	Apologies	Electronic Attendance	Absent
30 July 2020	-	Cr J Lee Cr V Ashwin Cr D Hansen	Crs Baird (at Pila Nguru Aboriginal Corp)	-

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1 DECLARATION OF OPENING

The President declared the meeting open at _____pm.

2 ANNOUNCEMENT OF VISITORS

3 RECORD OF ATTENDANCE

Present

Councillors:

Cr G Dwyer

Cr I Baird

Cr J Dwyer

Cr J Lee

Cr V Ashwin

Cr D Hansen

Cr K Mader

Shire President

Deputy Shire President

Staff:

Mr P Durtanovich

Miss G Bono

A/Chief Executive Officer

A/Executive Officer

4 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

There were no questions from the public.

5 PUBLIC QUESTION TIME

6 APPLICATIONS BY MEMBERS

7 DECLARATIONS OF INTEREST

8 NOTICE OF ITEMS TO BE DISCUSSED BEHIND CLOSED DOORS

9 CONFIRMATION / RECEIVAL OF MINUTES

9.1 CONFIRMATION OF THE MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON 30 JULY 2020 (*Provided under Separate Cover*)

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

That the minutes of the Ordinary Meeting of Council held on 30 July 2020 be confirmed as a true and correct record.

Carried /

10 PETITIONS / DEPUTATIONS / PRESENTATIONS

11 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION

11.1 PRESIDENTS REPORT FOR MONTH OF JULY 2020

To be presented at the Ordinary Council Meeting 27 August 2020.

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

That the President's report for the month of August 2020 be received.

Carried /

12.1.1 Statement of Financial Activity for July 2020

LOCATION:	N/A
APPLICANT:	Shire of Menzies
DOCUMENT REF:	As Applicable
DISCLOSURE OF INTEREST:	The Author has no interest to disclose
DATE:	13 August 2020
AUTHOR:	Rhona Hawkins Executive Consultant
ATTACHMENT:	Yes - Monthly Financial Report for the period ending 31 July 2020

IN BRIEF:

Statutory Financial Reports are submitted to Council as a record of financial activity for the year to 31 July 2020.

BACKGROUND:

The Financial Management *Regulation 34* requires Local Government entities to prepare each month a Statement of Financial Activity reporting on the sources and application of funds, as set out in the Annual Budget under *Regulation 22(1)(d)*:

- The annual budget estimates;
- Budget estimates to the end of the month to which the statement relates. Actual amounts of expenditure, revenue and income to the end of the month to which the statement relates;
- Any material variations between year to date for income and expenditure and the relevant budget provisions to the end of the relevant reporting period;
- Identify any significant areas where activity is not in accordance with budget estimates for the relevant reporting period;
- Include an operating statement;
- Include the net current assets; and
- Any other relevant reporting notes.

COMMENT:

This report contains annual budget, actual amounts of expenditure and income to the end of the month. It shows the material variances between the budget and actual amounts where they are not associated to timing differences for the purpose of keeping Council informed of the current financial position.

NOTE: The June Figures will continue to change until the Annuals are complete in September.

CONSULTATION:

Nil

STATUTORY ENVIRONMENT:

Local Government Act 1995 Section 6.4
Local Government (Financial Management) Regulation 1996, 34

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

As detailed in the attachment.

RISK ASSESSMENT:

Nil

STRATEGIC IMPLICATIONS:

14.3 Active civic leadership achieved

- Regularly review plans with community consultation on significant decisions affecting the shire.

VOTING REQUIREMENTS:

Simple majority.

OFFICER RECOMMENDATION:

That Council receive the Statement of Financial Activity for the period ending 31 July 2020 as attached and note any material differences.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

Carried /

SHIRE OF MENZIES

MONTHLY FINANCIAL REPORT (Containing the Statement of Financial Activity) For the Period Ended 31 July 2020

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

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**Shire of Menzies
Information Summary
For the Period Ended 31 July 2020**

Key Information

Report Purpose

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996, Regulation 34*.

Overview

Summary reports and graphical progressive graphs are provided on pages 2 - 3.

Statement of Financial Activity by reporting program

Is presented on page 6 and shows a surplus as at 31 July 2020 of \$1,367,568.

Items of Significance

The material variance adopted by the Shire of Menzies for the 2020/21 year is plus (+) or minus (-) of 10% for items greater than \$25,000 variance. The following selected items have been highlighted due to the amount of the variance to the budget or due to the nature of the revenue/expenditure. A full listing and explanation of all items considered of material variance is disclosed in Note 2.

Income & Expenditure		Annual Budget	YTD Budget	YTD Actual
Operating Grants, Subsidies and Contributions	14%	\$ 1,515,687	\$ 126,304	\$ 209,950
Non-operating Grants, Subsidies and Contributions	0%	\$ 2,241,861	\$ 186,819	\$ 10,328
	6%	\$ 3,757,548	\$ 313,123	\$ 220,278
Rates Levied	0%	\$ 3,562,400	\$ 296,866	\$ -
Materials & Contracts	1%	(\$2,307,568)	(\$192,202)	(\$30,790)
Capital Projects				
Infrastructure Assets - Roads	0%	(\$200,000)	(\$16,665)	\$0
Infrastructure Assets - Other	0%	(\$60,000)	(\$4,999)	\$0

% Compares current ytd actuals to annual budget

Financial Position		This Time Last Year	31 Jul 2020
Adjusted Net Current Assets	45%	\$ 3,055,024	\$ 1,370,643
Cash and Equivalent - Unrestricted	38%	\$ 2,487,141	\$ 949,648
Cash and Equivalent - Restricted	139%	\$ 8,514,397	\$ 11,856,154
Receivables - Rates	102%	\$ 768,743	\$ 786,489
Receivables - Other	62%	\$ 108,642	\$ 67,188
Payables	138%	\$ 377,003	\$ 519,318

% Compares current ytd actuals to prior year actuals at the same time

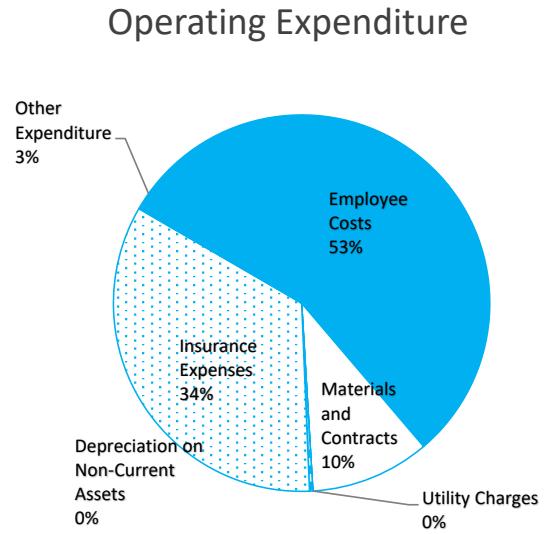
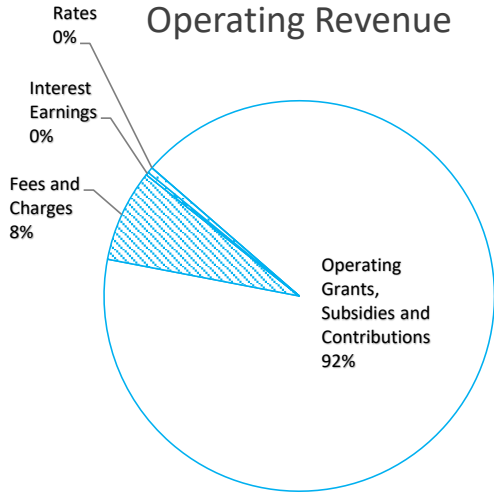
Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

Preparation

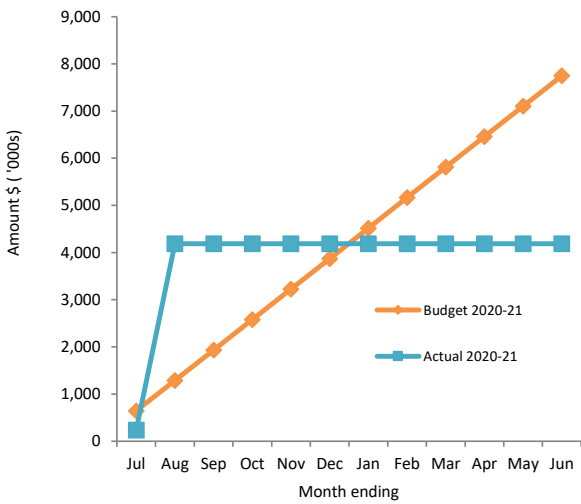
Prepared by: Rhona Hawkins

Date Prepared 16 Aug 2020

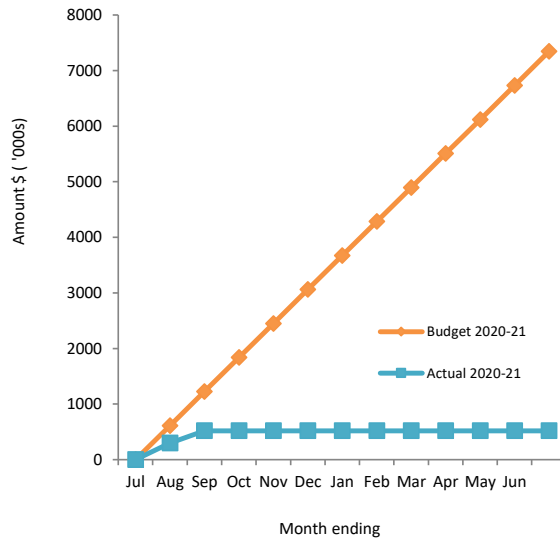
**Shire of Menzies
Information Summary
For the Period Ended 31 July 2020**



Budget Operating Revenues -v- Actual (Refer Note 2)



Budget Operating Expenses -v- YTD Actual (Refer Note 2)



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

SHIRE OF MENZIES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting Program)
For the Period Ended 31 July 2020

	Note	Amended Annual Budget	YTD Amended Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Opening Funding Surplus(Deficit)	3	811,748	811,748	1,468,424	656,676	81%	
Revenue from operating activities							
Governance		100	8	22,727	22,719	283991%	
General Purpose Funding - Rates	9	3,562,400	296,866	0	(296,866)	(100%)	
General Purpose Funding - Other		1,411,622	117,633	547	(117,086)	(100%)	▼
Law, Order and Public Safety		11,462	954	14	(940)	(98%)	
Health		300	25	0	(25)	(100%)	
Education and Welfare		0	0	0	0		
Housing		65,700	5,473	5,272	(201)	(4%)	
Community Amenities		25,630	2,134	1,550	(584)	(27%)	
Recreation and Culture		800	64	0	(64)	(100%)	
Transport		198,034	16,501	179,995	163,494	991%	▲
Economic Services		207,359	17,275	13,200	(4,075)	(24%)	
Other Property and Services		22,200	1,848	5,823	3,975	215%	
		5,505,607	458,781	229,127	(229,654)	(50%)	▼
Expenditure from operating activities							
Governance		(560,170)	(46,660)	(77,526)	(30,866)	(66%)	▼
General Purpose Funding		(312,214)	(26,008)	(13,628)	12,380	48%	
Law, Order and Public Safety		(41,613)	(3,461)	(5,433)	(1,972)	(57%)	
Health		(39,360)	(3,279)	(1,406)	1,873	57%	
Education and Welfare		0	0	0	0		
Housing		(293,070)	(24,413)	(11,381)	13,032	53%	
Community Amenities		(126,501)	(10,531)	(29,764)	(19,233)	(183%)	
Recreation and Culture		(389,382)	(32,418)	(50,270)	(17,852)	(55%)	
Transport		(2,043,769)	(170,298)	(63,817)	106,481	63%	▲
Economic Services		(911,987)	(75,964)	(55,638)	20,326	27%	
Other Property and Services		(2,626,514)	(218,843)	9,191	228,034	104%	▲
		(7,344,580)	(611,875)	(299,671)	312,204	51%	▲
Operating activities excluded from budget							
Add back Depreciation		2,225,431	185,441	0	(185,441)	(100%)	▼
Adjust (Profit)/Loss on Asset Disposal	8	0	0	0	0		
Adjust Provisions and Accruals		0	0	0	0		
Amount attributable to operating activities		386,458	32,347	(70,544)			
Investing Activities							
Non-operating Grants, Subsidies and Contributions	11	2,241,861	186,819	10,328	(176,491)	(94%)	▼
Proceeds from Disposal of Assets	8	0	0	0	0		
Land and Buildings	13	(2,162,500)	(180,202)	(28,731)	151,471	84%	▲
Plant and Equipment	13	(159,000)	(13,249)	0	13,249	100%	
Infrastructure Assets - Roads	13	(3,319,000)	(276,580)	(11,909)	264,671	96%	▲
Infrastructure Assets - Drainage	13	0	0	0	0		
Infrastructure Assets - Bridges	13	0	0	0	0		
Infrastructure Assets - Footpaths	13	(200,000)	(16,665)	0	16,665	100%	
Infrastructure Assets - Parks and Ovals	13	(60,000)	(4,999)	0	4,999	100%	
Infrastructure Assets - Airports	13	0	0	0	0		
Infrastructure Assets - Sewerage	13	0	0	0	0		
Infrastructure Assets - Other	13	(275,000)	(22,913)	0	22,913	100%	
Amount attributable to investing activities		(3,933,639)	(327,789)	(30,311)	297,478	91%	▲
Financing Activities							
Self-Supporting Loan Principal		0	0	0	0		
Transfer from Reserves	7	2,835,433	(236,285)	0	236,285	(100%)	
Transfer from Restricted Cash		0	0	0	0		
Repayment of Debentures	10	0	0	0	0		
Transfer to Reserves	7	(100,000)	8,330	0	(8,330)	100%	
Amount attributable to financing activities		2,735,433	(227,955)	0	227,955	100%	
Closing Funding Surplus(Deficit)	3	0	288,351	1,367,568			

Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.
Refer to Note 2 for an explanation of the reasons for the variance.

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

SHIRE OF MENZIES
STATEMENT OF FINANCIAL ACTIVITY
(By Nature or Type)
For the Period Ended 31 July 2020

	Note	Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Opening Funding Surplus (Deficit)	3	811,748	811,748	1,468,424	656,676	81%	▲
Revenue from operating activities							
Rates	9	3,562,400	296,866	0	(296,866)	(100%)	▼
Operating Grants, Subsidies and Contributions	11	1,515,687	126,304	209,950	83,646	66%	▲
Fees and Charges		192,830	16,058	17,521	1,463	9%	
Interest Earnings		211,640	17,636	561	(17,075)	(97%)	
Other Revenue		23,050	1,917	1,095	(822)	(43%)	
Profit on Disposal of Assets	8	0	0	0	0		
		5,505,607	458,781	229,127	(229,654)	(50%)	▼
Expenditure from operating activities							
Employee Costs		(2,020,866)	(168,371)	(156,977)	11,394	7%	
Materials and Contracts		(2,307,568)	(192,202)	(30,790)	161,412	84%	▲
Utility Charges		(80,588)	(6,703)	0	6,703	100%	
Depreciation on Non-Current Assets		(2,225,431)	(185,441)	0	185,441	100%	▲
Non Operating Expenses		0	0	(857)	(857)		
Insurance Expenses		(129,692)	(10,797)	(102,015)	(91,218)	(845%)	▼
Other Expenditure		(580,435)	(48,361)	(9,033)	39,328	81%	▲
Loss on Disposal of Assets	8	0	0	0	0		
		(7,344,580)	(611,875)	(299,671)	312,204	51%	▲
Operating activities excluded from budget							
Add back Depreciation		2,225,431	185,441	0	(185,441)	(100%)	▼
Adjust (Profit)/Loss on Asset Disposal	8	0	0	0	0		
Adjust Provisions and Accruals		0	0	0	0		
Amount attributable to operating activities		386,458	32,347	(70,544)	(102,891)		
Investing activities							
Grants, Subsidies and Contributions	11	2,241,861	186,819	10,328	(176,491)	(94%)	▼
Proceeds from Disposal of Assets	8	0	0	0	0		
Land and Buildings	13	(2,162,500)	(180,202)	(28,731)	151,471	(84%)	
Plant and Equipment	13	(159,000)	(13,249)	0	13,249	(100%)	
Infrastructure Assets - Roads	13	(3,319,000)	(276,580)	(11,909)	264,671	(96%)	
Infrastructure Assets - Drainage	13	0	0	0	0		
Infrastructure Assets - Bridges	13	0	0	0	0		
Infrastructure Assets - Footpaths	13	(200,000)	(16,665)	0	16,665	(100%)	
Infrastructure Assets - Parks and Ovals	13	(60,000)	(4,999)	0	4,999	(100%)	
Infrastructure Assets - Airports	13	0	0	0	0		
Infrastructure Assets - Sewerage	13	0	0	0	0		
Infrastructure Assets - Other	13	(275,000)	(22,913)	0	22,913	(100%)	
Amount attributable to investing activities		(3,933,639)	(327,789)	(30,311)	297,478	91%	
Financing Activities							
Proceeds from New Debentures		0	0	0	0		
Proceeds from Advances		0	0	0	0		
Advances to Community Groups		0	0	0	0		
Transfer from Reserves	7	2,835,433	(236,285)	0	236,285	(100%)	
Repayment of Debentures	10	0	0	0	0		
Transfer to Reserves	7	(100,000)	8,330	0	(8,330)	100%	
Amount attributable to financing activities		2,735,433	(227,955)	0	227,955	100%	
Closing Funding Surplus (Deficit)	3	0	288,351	1,367,568	1,079,217	374%	▲

Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.
Refer to Note 2 for an explanation of the reasons for the variance.

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

SHIRE OF MENZIES
STATEMENT OF CAPITAL ACQUISITIONS AND CAPITAL FUNDING
For the Period Ended 31 July 2020

Capital Acquisitions

	Note	YTD Actual New /Upgrade (a)	YTD Actual (Renewal Expenditure) (b)	Budget YTD Budget (d)	Annual Budget	YTD Actual Total (c) = (a)+(b)	Variance (d) - (c)
		\$	\$	\$	\$	\$	\$
Land and Buildings	13	28,731	0	180,202	2,162,500	28,731	(151,471)
Plant and Equipment	13	0	0	13,249	159,000	0	(13,249)
Infrastructure Assets - Roads	13	11,909	0	276,580	3,319,000	11,909	(264,671)
Infrastructure Assets - Drainage	13	0	0	0	0	0	0
Infrastructure Assets - Bridges	13	0	0	0	0	0	0
Infrastructure Assets - Footpaths	13	0	0	16,665	200,000	0	(16,665)
Infrastructure Assets - Parks and Ovals	13	0	0	4,999	60,000	0	(4,999)
Infrastructure Assets - Airports	13	0	0	0	0	0	0
Infrastructure Assets - Sewerage	13	0	0	0	0	0	0
Infrastructure Assets - Other	13	0	0	22,913	275,000	0	(22,913)
Capital Expenditure Totals		40,640	0	514,608	6,175,500	40,640	(473,968)
Capital acquisitions funded by:							
Capital Grants and Contributions				186,819	2,241,861	10,328	
Other (Disposals & C/Fwd)				0	0	0	
Council contribution - Cash Backed Reserves							
Building Reserve Accumulation				0	(1,098,433)	0	
Plant Reserve Accumulation				0	(72,000)	0	
Roads Reserve Accumulation				0	(600,000)	0	
Main Street Reserve Accumulation				0	0	0	
Staff Amenities Reserve Accumulation				0	(420,000)	0	
Caravan Park Reserve Accumulation				0	(150,000)	0	
Bitumen Reserve Accumulation				0	0	0	
Niagara Dam Reserve Accumulation				0	(85,000)	0	
Waste Management Reserve Accumulation				0	0	0	
Former Post Office Reserve Accumulation				0	(410,000)	0	
Council contribution - operations				327,789	6,769,072	30,311	
Capital Funding Total				514,608	6,175,500	40,640	

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 1: Significant Accounting Policies

The Shire of Menzies adopts its significant accounting policies at the time of adopting its annual budget. Significant accounting policies are set in relation to the following:

- a) Basis of preparation
- b) Prior year actual balances
- c) Rounding off figures
- d) Comparative figures
- e) Budget comparative figures
- f) Forecast fair value adjustments
- g) Rates, grants, donations & other contributions
- h) Goods and services tax (GST)
- i) Superannuation
- j) Cash and cash equivalents
- k) Trade and other payables
- l) Inventories
- m) Fixed assets
- n) Fair value of assets and liabilities
- o) Financial instruments
- p) Impairment of assets
- q) Trade and other payables
- r) Employee benefits
- s) Borrowing costs
- t) Provisions
- u) Leases
- v) Investments in associates
- x) Interests in joint arrangements
- y) Current and non-current classification

There have been no changes to the Shire of Menzies significant accounting policies since adopting the 2020/21 Annual Budget.

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 2: Explanation of Material Variances

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

The material variance adopted by Council for the 2020/21 year is plus (+) or minus (-) of 10% for items greater than \$25,000 variance.

The 2020/21 Budget has been loaded into accounting system and apportioned over twelve months, this will be rectified for the next reporting period.

Reporting Program	YTD Budget	YTD Actual	Var. \$	Var. %	Var.	Timing/ Permanent	Explanation of Variance
Operating Revenues			\$	%			
General Purpose Funding- Rates	296,866	0	(296,866)	(100%)	▲	Timing	Budget has been loaded into accounting system and apportioned over twelve months.
General Purpose Funding- Other	117,633	547	(117,086)	(100%)	▲	Timing	Budget has been loaded into accounting system and apportioned over twelve months.
Transport	16,501	179,995	163,494	991%	▲	Timing	Budget has been loaded into accounting system and apportioned over twelve months.
Operating Expense							
Transport	(170,298)	(63,817)	106,481	63%	▲	Timing	Budget has been loaded into accounting system and apportioned over twelve months.
Economic Services	(75,964)	(55,638)	20,326	27%	▲	Timing	Budget has been loaded into accounting system and apportioned over twelve months.
Other Property and Services	(218,843)	9,191	228,034	104%	▲	Timing	Budget has been loaded into accounting system and apportioned over twelve months.
Capital Revenues							
Grants, Subsidies and Contributions	186,819	10,328	(176,491)	(94%)	▲	Timing	Budget has been loaded into accounting system and apportioned over twelve months.
Capital Expenses							
Land and Buildings	(180,202)	(28,731)	151,471	84%	▲	Timing	Budget has been loaded into accounting system and apportioned over twelve months.
Infrastructure Assets - Roads	(276,580)	(11,909)	264,671	96%	▲	Timing	Budget has been loaded into accounting system and apportioned over twelve months.

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 3: Net Current Funding Position

Positive=Surplus (Negative=Deficit)

		Last Years Closing	This Time Last Year	Current
	Note	30 June 2020	31 Jul 2019	31 Jul 2020
		\$	\$	\$
Current Assets				
Cash Unrestricted	4	1,045,693	2,487,141	949,648
Cash Restricted - Conditions over Grants	11	0	0	0
Cash Restricted	4	11,856,154	8,514,397	11,856,154
Receivables - Rates	6	863,373	768,743	786,489
Receivables - Other	6	(109,982)	108,642	67,188
Interest / ATO Receivable/Trust				
Inventories		13,623	4,211	13,624
		13,668,862	11,883,133	13,673,103
Less: Current Liabilities				
Payables		(415,109)	(377,003)	(519,318)
Provisions Loans		0	0	0
Provisions Leave		(129,659)	(138,351)	(129,659)
		(544,768)	(515,355)	(648,977)
Less: Cash Reserves	7	(11,856,154)	(8,514,397)	(11,856,154)
Less: Unspent Grants			0	0
Add: Loan Current		0	0	0
Less: SSL Repayments		0	0	0
Add: Leave Reserve		201,643	201,643	204,717
Trust imbalance (Department of Transport funds timing)		(1,158)	0	(2,045)
Net Current Funding Position		1,468,424	3,055,024	1,370,643

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 4: Cash and Investments

	Unrestricted	Restricted	Trust	Total Amount	Institution
	\$	\$	\$	\$	
(a) Cash Deposits					
Cash At Bank	618,880			618,880	NAB
Cash At Call - Bank	329,448			329,448	NAB
Municipal Fund Term Deposits	0			0	NAB
Cash at Reserve - Bank		8,601,945		8,601,945	NAB
Reserve Fund Term Deposits		3,254,210		3,254,210	NAB
Trust Fund Bank			0	0	NAB
Petty Cash Float	1,320			1,320	
Total	949,648	11,856,154	0	12,805,802	

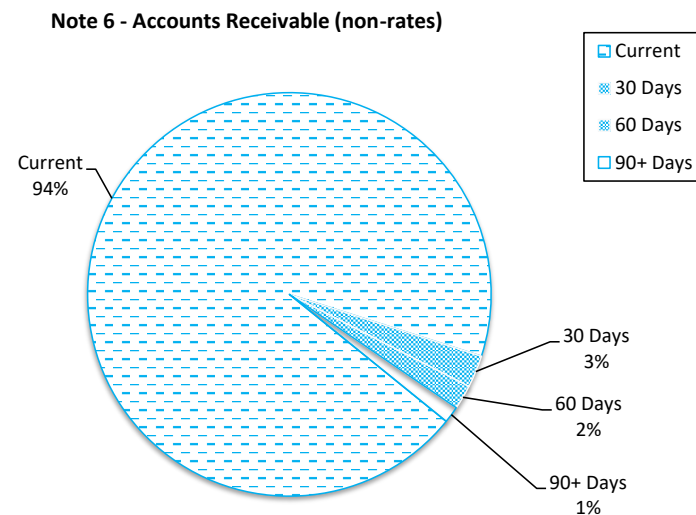
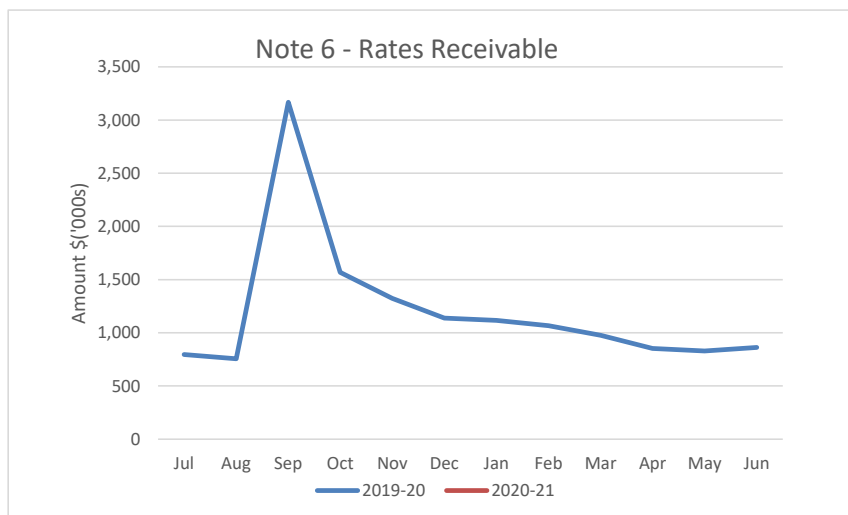
SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 6: Receivables

Receivables - Rates Receivable	31 Jul 2020	30 June 2020
	\$	\$
Opening Arrears Previous Years	863,373	794,304
Levied this year	1,550	3,476,331
Less Collections to date	78,434	3,407,262
Equals Current Outstanding	786,489	863,373
Net Rates Collectable	786,489	863,373
% Collected	9.07%	79.78%

Receivables - General	Current	30 Days	60 Days	90+ Days	Totals
	\$	\$	\$	\$	\$
Sundry Debtors	179,660	4,946	3,724	2,555	190,884
Rates - Pensioner Rebate Claimed					65
Balance per Trial Balance					
Sundry Debtors					190,949
Total Receivables General Outstanding					190,949

Amounts shown above include GST (where applicable)



SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 7: Cash Backed Reserve

Name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Amended Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Leave Reserve - Accumulation	204,717		0	1,724	0	0	0	206,441	204,717
Building Reserve Accumulation	2,791,019		0	23,774	0	(1,098,433)	0	1,716,360	2,791,019
Plant Reserve Accumulation	1,943,922		0	16,370	0	(72,000)	0	1,888,292	1,943,922
Roads Reserve Accumulation	2,752,716		0	23,183	0	(600,000)	0	2,175,899	2,752,716
Main Street Reserve Accumulation	140,211		0	1,181	0	0	0	141,392	140,211
Staff Amenities Reserve Accumulation	575,432		0	4,847	0	(420,000)	0	160,279	575,432
TV Reserve Accumulation	17,858		0	150	0	0	0	18,008	17,858
Caravan Park Reserve Accumulation	430,647		0	3,626	0	(150,000)	0	284,273	430,647
Bitumen Reserve Accumulation	603,144		0	5,079	0	0	0	608,223	603,144
Rates Creditors Reserve Accumulation	51,054		0	428	0	0	0	51,482	51,054
Niagara Dam Reserve Accumulation	1,250,102		0	10,525	0	(85,000)	0	1,175,627	1,250,102
Water Park Reserve Accumulation	299,639		0	2,524	0	0	0	302,163	299,639
Waste Management Reserve Accumulation	59,333		0	499	0	0	0	59,832	59,333
Former Post Office Reserve Accumulation	417,681		0	3,517	0	(410,000)	0	11,198	417,681
Commercial Enterprise Reserve - Accumulation	101,034		0	857	0	0	0	101,891	101,034
Land Purchase Reserve - Accumulation	202,067		0	1,716	0	0	0	203,783	202,067
	11,840,577	0	0	100,000	0	(2,835,433)	0	9,105,144	11,840,577

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 9: Rating Information

RATE TYPE	Rate in	Number of Properties	Rateable Value	YTD Actual				Budget			
				Rate Revenue	Interim Rates	Back Rates	Total Revenue	Rate Revenue	Interim Rate	Back Rate	Total Revenue
	\$		\$	\$	\$	\$	\$	\$	\$	\$	\$
Differential General Rate											
GRV - Vacant	0.0864	4	20,956	0	0	0	0	1,811	0	0	1,811
GRV - General	0.0862	29	2,490,652	0	0	0	0	214,694	0	0	214,694
UV - Mining Lease	0.1655	223	15,475,383	0	0	0	0	2,561,176	50,000	0	2,611,176
UV - Exploration	0.1500	280	3,117,012	0	0	0	0	467,552	0	0	467,552
UV - Prospecting	0.1477	174	426,802	0	0	0	0	63,039	0	0	63,039
UV - Pastoral	0.0829	20	817,244	0	0	0	0	67,750	0	0	67,750
UV - Other	0.0829	61	301,300	0	0	0	0	24,978	0	0	24,978
Sub-Totals		791	22,649,349	0	0	0	0	3,401,000	50,000	0	3,451,000
Minimum Payment	Minimum										
	\$										
GRV - Townsites	200.00	200	41,081	0	0	0	0	40,000	0	0	40,000
UV - Agricultural	200.00	11	15,313	0	0	0	0	2,200	0	0	2,200
UV - Mining	200.00	60	49,994	0	0	0	0	12,000	0	0	12,000
UV - Exploration	200.00	187	186,850	0	0	0	0	37,400	0	0	37,400
UV - Prospecting	200.00	89	71,442	0	0	0	0	17,800	0	0	17,800
UV - Pastoral	200.00	7	14,377	0	0	0	0	1,400	0	0	1,400
UV - Other	200.00	3	6,700	0	0	0	0	600	0	0	600
Sub-Totals		557	385,757	0	0	0	0	111,400	0	0	111,400
		1,348	23,035,106	0	0	0	0	3,512,400	50,000	0	3,562,400
Movement in Excess Rates							0				0
Discounts							0				0
Amount from General Rates							0				3,562,400
Write Offs							0				0
Ex-Gratia Rates							0				0
Specified Area Rates							0				0
Totals							0				3,562,400

Comments - Rating Information

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

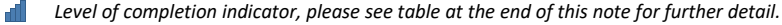
Note 11: Grants and Contributions

	Grant Provider	Type	Opening Balance (a)	Amended Budget Operating	Capital	YTD Budget	Annual Budget (d)	Post Variations (e)	Expected (d)+(e)	YTD Actual Revenue
				\$	\$	\$				\$
General Purpose Funding										
GEN PUR - Financial Assistance Grant - General	WALGCC	Operating	0	772,046	0	64,337	772,046		772,046	0
GEN PUR - Financial Assistance Grant - Roads	WALGCC	Operating	0	425,376	0	35,448	425,376		425,376	0
Governance										
OTH GOV - Reimbursements		Operating	0	0	0	0	0		0	22,727
Law, Order and Public Safety										
ESL BFB - Operating Grant	Dept. of Fire & Emergency Serv.	Operating	0	6,522	0	543	6,522		6,522	0
Community Amenities										
COM AMEN - Grants		Non-operating		0	50,000	4,166	50,000		50,000	0
Recreation and Culture										
REC - Grants		Non-operating	0	0	150,000	12,500	150,000		150,000	0
OTH CUL - Grants - Other Culture		Non-operating	0	0	0	0	0		0	10,328
Transport										
ROADC - Regional Road Group Grants (MRWA)	Main Roads WA	Non-operating	0	0	563,780	46,981	563,780		563,780	0
ROADC - Roads to Recovery Grant	Commonwealth Gvt	Non-operating	0	0	700,626	58,385	700,626		700,626	0
ROADC - Other Grants - Roads/Streets	Main Roads WA	Non-operating	0	0	230,000	19,166	230,000		230,000	0
ROADM - Street Lighting Subsidy		Operating	0	1,713	0	142	1,713		1,713	0
ROADM - Direct Road Grant (MRWA)	Main Roads WA	Operating	0	194,321	0	16,193	194,321		194,321	178,900
Economic Services										
TOUR - Grants	Main Roads WA	Non-operating	0	0	547,455	45,621	547,455		547,455	0
OTH ECON - Community Resource Centre Income		Operating	0	80,000	0	6,666	80,000		80,000	0
OTH ECON - Community Resource Centre Grant		Operating	1	0	0	0	0		0	2,500
OTH ECON - Grants	Indue, DPIRD	Operating	0	35,709	0	2,975	35,709		35,709	0
Other Property & Services										
ADMIN - Reimbursements	DFES	Operating	0	0	0	0	0		0	5,823
TOTALS			1	1,515,687	2,241,861	313,123	3,757,548	0	3,757,548	220,278
SUMMARY										
Operating	Operating Grants, Subsidies and Contributions		1	1,515,687	0	126,304	1,515,687	0	1,515,687	209,950
Operating - Tied	Tied - Operating Grants, Subsidies and Contributions		0	0	0	0	0	0	0	0
Non-operating	Non-operating Grants, Subsidies and Contributions		0	0	2,241,861	186,819	2,241,861	0	2,241,861	10,328
TOTALS			1	1,515,687	2,241,861	313,123	3,757,548	0	3,757,548	220,278

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 13: Capital Acquisitions

% of
Completion

Assets	Job	YTD Actual			Budget			
		New/Upgrade	Renewal	Total YTD	Annual Budget	YTD Budget	YTD Variance	
		\$	\$	\$	\$	\$	\$	
								
Buildings								
Education & Welfare								
0.00	Seniors Centre	BC060	0	0	0	350,000	29,166	(29,166)
	Education & Welfare Total		0	0	0	350,000	29,166	(29,166)
Housing								
0.00	CEO's House - Lot 1 (37-39) Reid St - Building (Capital)	BC001	0	0	0	20,000	1,666	(1,666)
0.00	MFA's House - Lot - 1085 (39) Mercer St - Building (Capital)	BC002	0	0	0	15,000	1,250	(1,250)
0.00	Lot 91 (40) Mercer St - Building (Capital)	BC004	(0)	0	(0)	47,000	3,916	(3,916)
0.00	Lot 93 (36) Mercer St - Building (Capital)	BC005	0	0	0	10,000	833	(833)
0.00	Lot 1086 (41) Mercer St - Building (Capital)	BC006	0	0	0	15,000	1,250	(1,250)
0.00	Duplex Lot 12a Walsh St (North Unit) - Building (Capital)	BC007	0	0	0	45,000	3,750	(3,750)
0.00	New Staff House 2020 - Building (Capital)	BC009	0	0	0	180,000	15,000	(15,000)
0.00	New 2x1 Staff House - Building (Capital)	BC010	0	0	0	240,000	20,000	(20,000)
0.00	Teachers Unit Lot 1090 (53a) (14a) Walsh St - Building (Capital)	BC015	0	0	0	18,000	1,500	(1,500)
0.00	Teachers Unit Lot 1090 (53b) (14b) Walsh St - Building (Capital)	BC016	0	0	0	18,000	1,500	(1,500)
0.00	Unit Lot 45 (29a) Shenton (Front) - Building (Capital)	BC017	0	0	0	7,500	625	(625)
0.00	Unit Lot 45 (29b) Shenton (Back) - Building (Capital)	BC018	0	0	0	18,000	1,500	(1,500)
0.00	Lot 1089 (57) Walsh St Rental - Building (Capital)	BC019	0	0	0	22,000	1,833	(1,833)
0.00	Old Post Office House Lot 102 (33) Walsh St - Building (Capital)	BC020	0	0	0	500,000	41,666	(41,666)
	Housing Total		(0)	0	(0)	1,155,500	96,289	(96,289)
Community Amenities								
0.17	Truck Bay Ablution Block - Building (Capital)	BC048	1,658	0	1,658	10,000	833	825
	Community Amenities Total		0	0	1,658	10,000	833	825
Recreation And Culture								
0.00	Town Hall (Hall) - Building (Capital)	BC026	0	0	0	50,000	4,166	(4,166)
1.00	Caravan Park Unit (Disabled) - Building (Capital)	BC021	27,072	0	27,072	0	0	27,072
	Recreation And Culture Total		27,072	0	27,072	50,000	4,166	22,906
Transport								
0.00	Depot - Building (Capital)	BC037	0	0	0	32,000	2,666	(2,666)
0.00	Workshop - Enclosed Carport	BC037A	0	0	0	50,000	4,166	(4,166)
	Transport Total		0	0	0	82,000	6,832	(6,832)
Economic Services								
	Lady Shenton/CRC Lot 41 (37) Shenton St - Building (Capital)	BC028	0	0	0	300,000	25,000	(25,000)
	Church Hall Lot 8 (50) Shenton St - Building (Capital)	BC030	0	0	0	25,000	2,083	(2,083)
	Shelter at Lake Ballard - Building (Capital)	BC046	0	0	0	25,000	2,083	(2,083)
0.00	Shelter and BBQ Niagara Dam	BC131	0	0	0	15,000	1,250	(1,250)
	Mercer Street Caravan Park Infrastructure	BC050	0	0	0	150,000	12,500	(12,500)
	Economic Services Total		0	0	0	515,000	42,916	(42,916)
0.01	Buildings Total		27,072	0	28,730	2,162,500	151,036	(122,306)

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 13: Capital Acquisitions

% of
Completion

Assets	Job	YTD Actual			Budget			
		New/Upgrade	Renewal	Total YTD	Annual Budget	YTD Budget	YTD Variance	
		\$	\$	\$	\$	\$	\$	
Plant & Equipment (inc Furniture)								
Governance								
0.00	Administration Communications Equipment	C0141	0	0	0	10,000	833	(833)
0.00	Software and Systems	C0142	0	0	0	25,000	2,083	(2,083)
	Governance Total		0	0	0	35,000	2,916	(2,916)
Transport								
0.00	Minor Plant Purchases	C0127	0	0	0	15,000	1,250	(1,250)
0.00	Banners and Signage	C0128	0	0	0	15,000	1,250	(1,250)
0.00	Mechanics Vehicle	CP013	0	0	0	72,000	6,000	(6,000)
0.00	Test and Tag System	C1217	0	0	0	6,000	500	(500)
0.00	Auto Tyre Changer	C1218	0	0	0	6,000	500	(500)
0.00	Bore Trailer	C1219	0	0	0	10,000	833	(833)
	Transport Total		0	0	0	124,000	10,333	(10,333)
0.00	Plant & Equipment Total		0	0	0	159,000	13,249	(13,249)
Infrastructure Assets - Roads								
Transport								
0.00	Sundry Roads Capex	RC000	0	0	0	747,000	62,249	(62,249)
0.00	Kookynie Malcom Rd (Capital)	RC038	0	0	0	100,000	8,333	(8,333)
0.00	Menzies North West Rd (R2R)	R2R007	0	0	0	1,100,000	91,666	(91,666)
0.06	Tjuntjunjarra Access Rd (R2R)	R2R049	11,909	0	11,909	190,000	15,833	(3,924)
0.00	Menzies North West Rd (RRG)	RRG007	0	0	0	121,000	10,083	(10,083)
0.00	Evanston Menzies Rd (RRG)	RRG008	0	0	0	255,000	21,250	(21,250)
0.00	Yarri Rd (RRG)	RRG039	0	0	0	121,000	10,083	(10,083)
0.00	Tjuntjunjarra Access Rd (Capital)	RC049	0	0	0	240,000		0
0.00	Pinjin Rd (Capital)	RC001	0	0	0	345,000	28,750	(28,750)
0.00	Tjuntjunjarra Internal Roads Program	RC249	0	0	0	100,000	8,333	(8,333)
	Transport Total		11,909	0	11,909	3,319,000	256,580	(244,671)
0.00	Infrastructure Roads Total		11,909	0	11,909	3,319,000	256,580	(244,671)

SHIRE OF MENZIES
F.I.S
FINANCIAL INFORMATION
SCHEDULE AS
@ 31/07/2020



PURPOSE OF DOCUMENT - The Financial Information Schedule has been developed so that Councilors can have a more detailed breakdown of operating expenses and income. The document should be read in conjunction with the Monthly Financial Report as it is a useful tool in understanding variances to the budget.

FIS Financial Information Schedule For the Period Ending
31 July 2020

COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
General Purpose Funding						
Rates						
Operating Income						
3030120	RATES - Instalment Admin Fee Received	-\$5,500.00	-\$458.00	\$0.00	\$458.00	-100.00%
3030122	RATES - Reimbursement of Debt Collection Costs	-\$1,000.00	-\$83.00	\$0.00	\$83.00	-100.00%
3030130	RATES - Rates Levied - Synergy	-\$3,562,400.00	-\$296,866.00	\$0.00	\$296,866.00	-100.00%
3030145	RATES - Penalty Interest Received	-\$87,000.00	-\$7,250.00	-\$517.53	\$6,732.47	-92.86%
3030146	RATES - Instalment Interest Received	-\$5,500.00	-\$458.00	\$0.00	\$458.00	-100.00%
Rates Operating Income Total		-\$3,661,400.00	-\$305,115.00	-\$517.53	\$304,597.47	-99.83%
Rates						
Operating Expenditure						
2030100	RATES - Employee Costs	\$53,904.00	\$4,491.00	\$4,366.84	-\$124.16	-2.76%
2030112	RATES - Valuation Expenses	\$3,000.00	\$250.00	\$0.00	-\$250.00	-100.00%
2030113	RATES - Title/Company Searches	\$1,000.00	\$83.00	\$0.00	-\$83.00	-100.00%
2030114	RATES - Debt Collection Expenses	\$15,000.00	\$1,250.00	\$0.00	-\$1,250.00	-100.00%
2030115	RATES - Printing and Stationery	\$1,000.00	\$82.00	\$0.00	-\$82.00	-100.00%
2030116	RATES - Postage and Freight	\$1,000.00	\$83.00	\$0.00	-\$83.00	-100.00%
2030118	RATES - Rates Write Off	\$200,000.00	\$16,666.00	\$0.00	-\$16,666.00	-100.00%
2030119	RATES - Seizure of Land	\$5,000.00	\$416.00	\$0.00	-\$416.00	-100.00%
2030130	RATES - Insurance Expenses	\$0.00	\$0.00	\$0.00	\$0.00	
2030140	RATES - Advertising & Promotion	\$1,000.00	\$83.00	\$0.00	-\$83.00	-100.00%
2030141	RATES - Subscriptions & Memberships	\$100.00	\$8.00	\$0.00	-\$8.00	-100.00%
2030152	RATES - Consultants	\$20,000.00	\$1,666.00	\$0.00	-\$1,666.00	-100.00%
2030187	RATES - Other Expenses Relating To Rates	\$600.00	\$49.00	\$0.00	-\$49.00	-100.00%
2030199	RATES - Administration Allocated	\$0.00	\$0.00	\$5,433.11	\$5,433.11	
Rates Operating Expenditure Total		\$307,204.00	\$25,592.00	\$9,799.95	-\$15,792.05	-61.71%
General Purpose						
Operating Income						
3030200	GEN PUR - Contributions & Donations	\$0.00	\$0.00	\$0.00	\$0.00	
3030210	GEN PUR - Financial Assistance Grant - General	-\$772,046.00	-\$64,337.00	\$0.00	\$64,337.00	-100.00%
3030235	GEN PUR - Other Income	-\$100.00	-\$8.00	\$0.00	\$8.00	-100.00%
3030245	GEN PUR - Interest Earned - Reserve Funds	-\$100,000.00	-\$8,333.00	\$0.00	\$8,333.00	-100.00%
3030246	GEN PUR - Interest Earned - Municipal Funds	-\$15,000.00	-\$1,250.00	-\$29.30	\$1,220.70	-97.66%
3030247	GEN PUR - Penalty Interest - Sundry Debtors	\$0.00	\$0.00	\$0.00	\$0.00	
Operating Income Total		-\$1,312,622.00	-\$109,384.00	-\$29.30	\$109,354.70	-99.97%
General Purpose						
Operating Expenditure						
2030211	GEN PUR - Bank Fees & Charges	\$5,000.00	\$416.00	\$205.70	-\$210.30	-50.55%
2030299	GEN PUR - Administration Allocated	\$0.00	\$0.00	\$3,622.06	\$3,622.06	
Operating Expenditure Total		\$5,010.00	\$416.00	\$3,827.76	\$3,411.76	820.13%
General Purpose Funding Total Income		-\$4,974,022.00	-\$414,499.00	-\$546.83	\$413,952.17	-99.87%
General Purpose Funding Total Expenditure		\$312,214.00	\$26,008.00	\$13,627.71	-\$12,380.29	-47.60%

FIS Financial Information Schedule For the Period Ending
31 July 2020

COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Governance						
Members of Council						
Operating Expenditure						
2040109	MEMBERS - Members Travel and Accommodation	\$25,000.00	\$2,083.00	\$0.00	-\$2,083.00	-100.00%
2040111	MEMBERS - Mayors/Presidents Allowance	\$19,864.00	\$1,655.00	\$1,655.33	\$0.33	0.02%
2040112	MEMBERS - Deputy Mayors/Presidents Allowance	\$4,966.00	\$413.00	\$413.84	\$0.84	0.20%
2040113	MEMBERS - Members Sitting Fees	\$75,870.00	\$6,322.00	\$6,414.18	\$92.18	1.46%
2040114	MEMBERS - Communications Allowance	\$7,700.00	\$641.00	\$549.96	-\$91.04	-14.20%
2040116	MEMBERS - Election Expenses	\$0.00	\$0.00	\$0.00	\$0.00	
2040120	MEMBERS - Communication Expenses	\$5,000.00	\$416.00	\$0.00	-\$416.00	-100.00%
2040129	MEMBERS - Donations to Community Groups	\$5,000.00	\$416.00	\$0.00	-\$416.00	-100.00%
2040141	MEMBERS - Subscriptions & Publications	\$800.00	\$66.00	\$0.00	-\$66.00	-100.00%
2040186	MEMBERS - Expensed Minor Asset Purchases	\$5,000.00	\$416.00	\$0.00	-\$416.00	-100.00%
2040187	MEMBERS - Other Expenses	\$100.00	\$8.00	\$0.00	-\$8.00	-100.00%
2040188	MEMBERS - Chambers Operating Expenses	\$800.00	\$66.00	\$0.00	-\$66.00	-100.00%
2040199	MEMBERS - Administration Allocated	\$0.00	\$0.00	\$36,220.70	\$36,220.70	
Operating Expenditure Total		\$201,835.00	\$16,811.00	\$45,254.01	\$28,443.01	169.19%
Other Governance						
Operating Income						
3040201	OTH GOV - Reimbursements	-\$100.00	-\$8.00	-\$22,727.27	-\$22,719.27	283990.88%
Operating Income Total		-\$100.00	-\$8.00	-\$22,727.27	-\$22,719.27	283990.88%
Other Governance						
Operating Expenses						
2040200	OTH GOV - Employee Costs	\$261,298.00	\$21,774.00	\$23,189.91	\$1,415.91	6.50%
2040205	OTH GOV - Recruitment	\$10,000.00	\$833.00	\$227.14	-\$605.86	-72.73%
2040209	OTH GOV - Travel and Accommodation	\$2,000.00	\$166.00	\$0.00	-\$166.00	-100.00%
2040210	OTH GOV - Motor Vehicle Expenses	\$0.00	\$0.00	\$230.52	\$230.52	
2040211	OTH GOV - Civic Functions, Refreshments & Receptions	\$4,000.00	\$333.00	\$24.33	-\$308.67	-92.69%
2040215	OTH GOV - Printing and Stationery	\$250.00	\$20.00	\$0.00	-\$20.00	-100.00%
2040216	OTH GOV - Postage and Freight	\$500.00	\$41.00	\$0.00	-\$41.00	-100.00%
2040221	OTH GOV - Information Systems	\$4,080.00	\$340.00	\$0.00	-\$340.00	-100.00%
2040240	OTH GOV - Advertising & Promotion	\$500.00	\$41.00	\$0.00	-\$41.00	-100.00%
2040241	OTH GOV - Subscriptions & Memberships	\$11,000.00	\$916.00	\$0.00	-\$916.00	-100.00%
2040250	OTH GOV - Consultancy - Statutory	\$500.00	\$41.00	\$0.00	-\$41.00	-100.00%
2040252	OTH GOV - Other Consultancy	\$5,000.00	\$416.00	\$4,978.19	\$4,562.19	1096.68%
2040284	OTH GOV - Audit Fees	\$0.00	\$0.00	\$0.00	\$0.00	
2040285	OTH GOV - Legal Expenses	\$20,000.00	\$1,666.00	\$0.00	-\$1,666.00	-100.00%
2040286	OTH GOV - Expensed Minor Asset Purchases	\$5,000.00	\$416.00	\$0.00	-\$416.00	-100.00%
2040287	OTH GOV - Other Expenses	\$500.00	\$41.00	\$0.00	-\$41.00	-100.00%
2040299	OTH GOV - Administration Allocated	\$0.00	\$0.00	\$3,622.06	\$3,622.06	
Operating Expenses Total		\$358,335.00	\$29,849.00	\$32,272.15	\$2,423.15	8.12%
Governance Total Income		-\$100.00	-\$8.00	-\$22,727.27	-\$22,719.27	
Governance Total Expenditure		\$560,170.00	\$46,660.00	\$77,526.16	\$30,866.16	\$2,841.60

FIS Financial Information Schedule For the Period Ending
31 July 2020

COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Law, Order & Public Safety						
Fire Prevention						
Operating Income						
3050110	FIRE - Grants	\$0.00	\$0.00	\$0.00	\$0.00	
Operating Income Total		\$0.00	\$0.00	\$0.00	\$0.00	
Fire Prevention						
Operating Expenditure						
2050100	FIRE - Employee Costs	\$0.00	\$0.00	\$0.00	\$0.00	
2050110	FIRE - Motor Vehicle Expenses	\$0.00	\$0.00	\$0.00	\$0.00	
2050113	FIRE - Fire Prevention and Planning	\$500.00	\$41.00	\$0.00	-\$41.00	-100.00%
2050130	FIRE - Insurance Expenses	\$0.00	\$0.00	\$0.00	\$0.00	
2050187	FIRE - Other Expenditure	\$0.00	\$0.00	\$0.00	\$0.00	
2050188	FIRE - Building Operations	\$0.00	\$0.00	\$0.00	\$0.00	
2050192	FIRE - Depreciation	\$3,550.00	\$295.00	\$0.00	-\$295.00	-100.00%
2050199	FIRE - Administration Allocated	\$0.00	\$0.00	\$905.53	\$905.53	
Operating Expenditure Total		\$4,050.00	\$336.00	\$905.53	\$569.53	169.50%
Animal Control						
Operating Income						
3050221	ANIMAL - Animal Registration Fees	-\$750.00	-\$62.00	\$0.00	\$62.00	-100.00%
Operating Income Total		-\$750.00	-\$62.00	\$0.00	\$62.00	-100.00%
Animal Control						
Operating Expenditure						
2050252	ANIMAL - Consultants	\$300.00	\$25.00	\$0.00	-\$25.00	-100.00%
2050265	ANIMAL - Animal Care Day Menzies	\$5,000.00	\$416.00	\$0.00	-\$416.00	-100.00%
2050292	ANIMAL - Depreciation	\$1,255.00	\$104.00	\$0.00	-\$104.00	-100.00%
2050299	ANIMAL - Administration Allocated	\$0.00	\$0.00	\$3,622.06	\$3,622.06	
Operating Expenditure Total		\$24,315.00	\$2,024.00	\$3,622.06	\$1,598.06	78.96%
Other Law, Order & Public Safety						
Operating Expenditure						
2050313	OLOPS - Community Emergency Services	\$3,500.00	\$292.00	\$0.00	-\$292.00	-100.00%
2050399	OLOPS - Administration Allocated	\$0.00	\$0.00	\$905.53	\$905.53	
Operating Expenditure Total		\$4,000.00	\$333.00	\$905.53	\$572.53	171.93%
Emergency Services Levy - Bush Fire Brigade						
Operating Income						
3050545	ESL BFB - Non-Payment Penalty Interest	-\$4,140.00	-\$345.00	-\$14.41	\$330.59	-95.82%
Operating Income Total		-\$10,662.00	-\$888.00	-\$14.41	\$873.59	
Law, Order & Public Safety Total Income		-\$11,412.00	-\$950.00	-\$14.41	\$935.59	-98.48%
Law, Order & Public Safety Total Expenditure		\$32,365.00	\$2,693.00	\$5,433.12	\$2,740.12	101.75%

FIS Financial Information Schedule For the Period Ending
31 July 2020

COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Health						
Other Health						
Operating Income						
3070420	HEALTH - Health Regulatory Fees & Charges	-\$300.00	-\$25.00	\$0.00	\$25.00	-100.00%
Operating Income Total		-\$300.00	-\$25.00	\$0.00	\$25.00	-100.00%
Other Health						
Operating Expenditure						
2070411	HEALTH - Contract EHO	\$18,000.00	\$1,500.00	\$0.00	-\$1,500.00	-100.00%
2070412	HEALTH - Analytical Expenses	\$360.00	\$30.00	\$180.00	\$150.00	500.00%
2070485	HEALTH - Legal Expenses	\$10,000.00	\$833.00	\$0.00	-\$833.00	-100.00%
2070498	HEALTH - Staff Housing Costs Allocated	\$0.00	\$0.00	\$0.00	\$0.00	
2070499	HEALTH - Administration Allocated	\$0.00	\$0.00	\$905.53	\$905.53	
Operating Expenditure Total		\$28,360.00	\$2,363.00	\$1,085.53	-\$1,277.47	-54.06%
Other Health						
Operating Income						
3070720	OTH HEALTH - Fees & Charges	\$0.00	\$0.00	\$0.00	\$0.00	
		\$0.00	\$0.00	\$0.00	\$0.00	
Other Health						
Operating Expenditure						
2070750	OTH HEALTH - Nurse Expenses	\$11,000.00	\$916.00	\$320.25	-\$595.75	-65.04%
Operating Expenditure Total		\$11,000.00	\$916.00	\$320.25	-\$595.75	-65.04%
Health Total Income		-\$300.00	-\$25.00	\$0.00	\$25.00	-100.00%
Health Total Expenditure		\$39,360.00	\$3,279.00	\$1,405.78	-\$1,873.22	-57.13%

FIS Financial Information Schedule For the Period Ending
31 July 2020

COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Housing						
Staff Housing						
Operating Income						
3090101	STF HOUSE - Staff Rental Reimbursements	-\$13,000.00	-\$1,083.00	-\$1,131.00	-\$48.00	4.43%
Operating Income Total		-\$13,500.00	-\$1,124.00	-\$1,131.00	-\$7.00	0.62%
Staff Housing						
Operating Expenditure						
2090165	STF HOUSE - Maintenance/Operations	\$0.00	\$0.00	\$0.00	\$0.00	
2090186	STF HOUSE - Expensed Minor Asset Purchases	\$10,000.00	\$833.00	\$0.00	-\$833.00	-100.00%
2090188	STF HOUSE - Staff Housing Building Operations	\$32,205.00	\$2,681.00	\$2,989.54	\$308.54	11.51%
2090189	STF HOUSE - Staff Housing Building Maintenance	\$55,000.00	\$4,582.00	\$1,371.58	-\$3,210.42	-70.07%
2090192	STF HOUSE - Depreciation	\$79,711.00	\$6,642.00	\$0.00	-\$6,642.00	-100.00%
2090198	STF HOUSE - Staff Housing Costs Recovered	\$0.00	\$0.00	-\$4,361.12	-\$4,361.12	
Operating Expenditure Total		\$176,916.00	\$14,738.00	\$0.00	-\$14,738.00	-100.00%
Other Housing						
Operating Income						
3090201	OTH HOUSE - Rental Reimbursements	-\$52,000.00	-\$4,333.00	-\$4,140.54	\$192.46	-4.44%
3090235	OTH HOUSE - Other Income	-\$200.00	-\$16.00	\$0.00	\$16.00	-100.00%
Operating Income Total		-\$52,200.00	-\$4,349.00	-\$4,140.54	\$208.46	-4.79%
Other Housing						
Operating Expenditure						
2090286	OTH HOUSE - Expensed Minor Asset Purchases	\$10,000.00	\$833.00	\$0.00	-\$833.00	-100.00%
2090288	OTH HOUSE - Building Operations	\$21,254.00	\$1,769.00	\$12.45	-\$1,756.55	-99.30%
2090289	OTH HOUSE - Building Maintenance	\$45,000.00	\$3,748.00	\$4,124.07	\$376.07	10.03%
2090292	OTH HOUSE - Depreciation	\$39,900.00	\$3,325.00	\$0.00	-\$3,325.00	-100.00%
2090299	OTH HOUSE - Administration Allocated	\$0.00	\$0.00	\$7,244.14	\$7,244.14	
Operating Expenditure Total		\$116,154.00	\$9,675.00	\$11,380.66	\$1,705.66	17.63%
Housing Total Income		-\$65,700.00	-\$5,473.00	-\$5,271.54	\$201.46	-3.68%
Housing Total Expenditure		\$293,070.00	\$24,413.00	\$11,380.66	-\$13,032.34	-53.38%

FIS Financial Information Schedule For the Period Ending
31 July 2020

COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Community Amenities						
Sanitation General						
Operating Income						
3100120	SAN - Domestic Refuse Collection Charges	-\$9,850.00	-\$820.00	-\$1,550.00	-\$730.00	89.02%
Operating Income Total		-\$9,850.00	-\$820.00	-\$1,550.00	-\$730.00	89.02%
Sanitation General						
Operating Expenditure						
2100111	SAN - Waste Collection	\$12,500.00	\$1,041.00	\$7,549.68	\$6,508.68	625.23%
2100117	SAN - General Tip Maintenance	\$15,205.00	\$1,267.00	\$2,527.71	\$1,260.71	99.50%
2100192	SAN - Depreciation	\$8,650.00	\$720.00	\$0.00	-\$720.00	-100.00%
2100199	SAN - Administration Allocated	\$0.00	\$0.00	\$3,622.06	\$3,622.06	
Operating Expenditure Total		\$40,515.00	\$3,374.00	\$13,699.45	\$10,325.45	306.03%
Sanitation Other						
Operating Expenditure						
2100211	SAN OTH - Waste Collection	\$5,500.00	\$458.00	\$1,905.89	\$1,447.89	316.13%
2100214	SAN OTH - Purchase of Street Bins	\$500.00	\$41.00	\$0.00	-\$41.00	-100.00%
Operating Expenditure Total		\$6,000.00	\$499.00	\$1,905.89	\$1,406.89	281.94%
Sewage						
Operating Income						
3100335	SEW - Other Income	-\$300.00	-\$25.00	\$0.00	\$25.00	-100.00%
Operating Income Total		-\$400.00	-\$33.00	\$0.00	\$33.00	-100.00%
Sewage						
Operating Expenditure						
2100365	SEW - Maintenance/Operations	\$1,000.00	\$81.00	\$0.00	-\$81.00	-100.00%
2100399	SEW - Administration Allocated	\$0.00	\$0.00	\$3,622.06	\$3,622.06	
Operating Expenditure Total		\$1,000.00	\$81.00	\$3,622.06	\$3,541.06	4371.68%
Town Planning and Regional Development						
Operating Income						
3100620	PLAN - Planning Application Fees	-\$500.00	-\$41.00	\$0.00	\$41.00	-100.00%
Operating Income Total		-\$500.00	-\$41.00	\$0.00	\$41.00	
Town Planning and Regional Development						
Operating Expenditure						
2100652	PLAN - Consultants	\$40,000.00	\$3,333.00	\$0.00	-\$3,333.00	-100.00%
2100699	PLAN - Administration Allocated	\$0.00	\$0.00	\$905.53	\$905.53	
Operating Expenditure Total		\$47,000.00	\$3,915.00	\$905.53	-\$3,009.47	
Other Community Amenities						
Operating Expenditure						
2100711	COM AMEN - Cemetery Maintenance/Operations	\$1,650.00	\$137.00	\$0.00	-\$137.00	-100.00%
2100788	COM AMEN - Public Conveniences Operations	\$13,500.00	\$1,124.00	\$8,086.57	\$6,962.57	619.45%
2100789	COM AMEN - Public Conveniences Maintenance	\$4,741.00	\$394.00	\$639.35	\$245.35	62.27%
2100799	COM AMEN - Administration Allocated	\$0.00	\$0.00	\$905.53	\$905.53	
Operating Expenditure Total		\$31,986.00	\$2,662.00	\$9,631.45	\$6,969.45	261.81%
Community Amenities Total Income		-\$9,850.00	-\$820.00	-\$1,550.00	-\$730.00	89.02%
Community Amenities Total Expenditure		\$126,501.00	\$10,531.00	\$29,764.38	\$19,233.38	182.64%

FIS Financial Information Schedule For the Period Ending
31 July 2020

COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Recreation & Culture						
Public Halls & Civic Centres						
Operating Income						
3110120	HALLS - Town Hall Hire	-\$200.00	-\$16.00	\$0.00	\$16.00	-100.00%
3110135	HALLS - Other Income	-\$100.00	-\$8.00	\$0.00	\$8.00	-100.00%
Operating Income Total		-\$300.00	-\$24.00	\$0.00	\$24.00	-100.00%
Public Halls & Civic Centres						
Operating Expenditure						
2110188	HALLS - Town Halls and Public Bldg Operations	\$2,000.00	\$165.00	\$484.82	\$319.82	193.83%
2110199	HALLS - Administration Allocated	\$0.00	\$0.00	\$9,055.18	\$9,055.18	
Operating Expenditure Total		\$13,580.00	\$1,129.00	\$9,539.67	\$8,410.67	744.97%
Other Recreation & Sport						
Operating Income						
3110335	REC - Other Income	-\$100.00	-\$8.00	\$0.00	\$8.00	-100.00%
Operating Income Total		-\$150,200.00	-\$12,516.00	\$0.00	\$12,516.00	-100.00%
Other Recreation & Sport						
Operating Expenditure						
2110316	REC - Postage and Freight	\$1,000.00	\$83.00	\$0.00	-\$83.00	-100.00%
2110353	REC - Sports Courts Maintenance/Operations	\$6,300.00	\$523.00	\$817.47	\$294.47	56.30%
2110355	REC - Water Park Maintenance/Operations	\$20,000.00	\$1,665.00	\$295.55	-\$1,369.45	-82.25%
2110365	REC - Parks & Gardens Maintenance/Operations	\$58,000.00	\$4,832.00	\$3,609.75	-\$1,222.25	-25.29%
2110366	REC - Town Sports Oval Maintenance/Operations	\$14,935.00	\$1,242.00	\$113.40	-\$1,128.60	-90.87%
2110367	REC - Rodeo Grounds Maintenance/Operations	\$2,000.00	\$166.00	\$0.00	-\$166.00	-100.00%
2110368	REC - Playground Equipment Mtce	\$1,000.00	\$83.00	\$1,281.27	\$1,198.27	1443.70%
2110386	REC - Expensed Minor Asset Purchases	\$500.00	\$41.00	\$0.00	-\$41.00	-100.00%
2110388	REC - Youth Centre Building Operations	\$8,006.00	\$665.00	\$3,895.90	\$3,230.90	485.85%
2110389	REC - Youth Centre Building Maintenance	\$1,700.00	\$141.00	\$1,035.08	\$894.08	634.10%
2110392	REC - Depreciation	\$39,265.00	\$3,271.00	\$0.00	-\$3,271.00	-100.00%
2110399	REC - Administration Allocated	\$0.00	\$0.00	\$14,488.27	\$14,488.27	
Operating Expenditure Total		\$181,642.00	\$15,120.00	\$25,536.69	\$10,416.69	68.89%
Television & Rebroadcasting						
Operating Expenditure						
2110465	TV RADIO - Re-Broadcasting Maintenance/Operations	\$11,000.00	\$916.00	\$6,536.82	\$5,620.82	613.63%
2110492	TV RADIO - Depreciation	\$65,900.00	\$5,491.00	\$0.00	-\$5,491.00	-100.00%
2110499	TV RADIO - Administration Allocated	\$0.00	\$0.00	\$3,622.06	\$3,622.06	
Operating Expenditure Total		\$76,900.00	\$6,407.00	\$10,158.88	\$3,751.88	58.56%
Libraries						
Operating Expenditure						
2110513	LIBRARY - Lost Books	\$250.00	\$20.00	\$0.00	-\$20.00	-100.00%
2110592	LIBRARY - Depreciation	\$0.00	\$0.00	\$0.00	\$0.00	
2110599	LIBRARY - Administration Allocated	\$0.00	\$0.00	\$905.53	\$905.53	
Operating Expenditure Total		\$6,710.00	\$554.00	\$905.53	\$351.53	63.45%
Heritage						
Operating Expenditure						
2110688	HERITAGE - Building Operations	\$2,500.00	\$207.00	\$95.43	-\$111.57	-53.90%
2110689	HERITAGE - Building Maintenance	\$23,000.00	\$1,916.00	\$411.38	-\$1,504.62	-78.53%
Operating Expenditure Total		\$25,500.00	\$2,123.00	\$506.81	-\$1,616.19	-76.13%

FIS Financial Information Schedule For the Period Ending
31 July 2020

COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Other Culture						
Operating Expenditure						
2110711	OTH CUL - Australia Day	\$900.00	\$75.00	\$0.00	-\$75.00	-100.00%
2110714	OTH CUL - Christmas Events	\$4,500.00	\$375.00	\$0.00	-\$375.00	-100.00%
2110716	OTH CUL - Postage and Freight	\$50.00	\$4.00	\$0.00	-\$4.00	-100.00%
2110719	OTH CUL - Menzies School Programs	\$2,500.00	\$208.00	\$0.00	-\$208.00	-100.00%
2110723	OTH CUL - Outback Graves	\$25,000.00	\$2,083.00	\$0.00	-\$2,083.00	-100.00%
2110725	OTH CUL - Festival & Events	\$0.00	\$0.00	\$0.00	\$0.00	
2110760	OTH CUL - Tjuntjunjara Community Programs & Events	\$51,500.00	\$4,291.00	\$0.00	-\$4,291.00	-100.00%
2110787	OTH CUL - Other Expenses	\$100.00	\$8.00	\$0.00	-\$8.00	-100.00%
2110792	OTH CUL - Depreciation	\$0.00	\$0.00	\$0.00	\$0.00	
2110799	OTH CUL - Administration Allocated	\$0.00	\$0.00	\$3,622.06	\$3,622.06	
Operating Expenditure Total		\$85,050.00	\$7,085.00	\$3,622.06	-\$3,462.94	-48.88%
Recreation & Culture Total Income		-\$150,800.00	-\$12,564.00	\$0.00	\$12,564.00	-100.00%
Recreation & Culture Total Expenditure		\$389,382.00	\$32,418.00	\$50,269.64	\$17,851.64	55.07%

FIS Financial Information Schedule For the Period Ending
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COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Transport						
Streets, Roads, Bridges						
Operating Income						
3120200	ROADM - Street Lighting Subsidy	-\$1,713.00	-\$142.00	\$0.00	\$142.00	-100.00%
3120201	ROADM - Road Contribution Income	\$0.00	\$0.00	\$0.00	\$0.00	
3120210	ROADM - Direct Road Grant (MRWA)	-\$194,321.00	-\$16,193.00	-\$178,900.00	-\$162,707.00	1004.80%
3120235	ROADM - Other Income	-\$2,000.00	-\$166.00	-\$1,094.56	-\$928.56	559.37%
3120290	ROADM - Profit on Sale of Assets	\$0.00	\$0.00	\$0.00	\$0.00	
3120390	PLANT - Profit on Disposal of Assets	\$0.00	\$0.00	\$0.00	\$0.00	
Operating Income Total		-\$198,034.00	-\$16,501.00	-\$179,994.56	-\$163,493.56	990.81%
Streets, Roads, Bridges						
Operating Expenditure						
2120211	ROADM - Road Maintenance - Built Up Areas	\$27,000.00	\$2,249.00	\$0.00	-\$2,249.00	-100.00%
2120212	ROADM - Road Maintenance - Sealed Outside BUA	\$500.00	\$41.00	\$0.00	-\$41.00	-100.00%
2120213	ROADM - Road Maintenance - Gravel Outside BUA	\$195,000.00	\$16,249.00	\$1,602.07	-\$14,646.93	-90.14%
2120214	ROADM - Road Maintenance - Formed Outside BUA	\$362,000.00	\$30,166.00	\$45,245.01	\$15,079.01	49.99%
2120217	ROADM - Ancillary Maintenance - Built Up Areas	\$61,000.00	\$5,083.00	\$8,380.53	\$3,297.53	64.87%
2120234	ROADM - Street Lighting	\$8,200.00	\$683.00	\$0.00	-\$683.00	-100.00%
2120252	ROADM - Consultants	\$10,000.00	\$833.00	\$0.00	-\$833.00	-100.00%
2120286	ROADM - Workshop/Depot Expensed Equipment	\$50,000.00	\$4,166.00	\$0.00	-\$4,166.00	-100.00%
2120287	ROADM - Other Expenses	\$11,000.00	\$915.00	\$656.34	-\$258.66	-28.27%
2120288	ROADM - Depot Building Operations	\$5,700.00	\$474.00	\$655.45	\$181.45	38.28%
2120289	ROADM - Depot Building Maintenance	\$500.00	\$41.00	\$33.68	-\$7.32	-17.85%
2120292	ROADM - Depreciation	\$1,180,050.00	\$98,336.00	\$0.00	-\$98,336.00	-100.00%
2120299	ROADM - Administration Allocated	\$0.00	\$0.00	\$7,244.14	\$7,244.14	
Operating Expenditure Total		\$2,038,950.00	\$169,900.00	\$63,817.22	-\$106,082.78	-62.44%
Road Plant Purchases						
Operating Expenditure						
2120391	PLANT - Loss on Disposal of Assets	\$0.00	\$0.00	\$0.00	\$0.00	
2120399	PLANT - Administration Allocated	\$0.00	\$0.00	\$0.00	\$0.00	
Operating Expenditure Total		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Aerodromes						
Operating Expenditure						
2120665	AERO - Airstrip & Grounds Maintenance/Operations	\$800.00	\$66.00	\$0.00	-\$66.00	-100.00%
Operating Expenditure Total		\$800.00	\$66.00	\$0.00	-\$66.00	-100.00%
Water Transport Facilities						
Operating Expenditure						
2120765	WATER - Town Dam Maintenance/Operations	\$4,019.00	\$332.00	\$0.00	-\$332.00	-100.00%
Operating Expenditure Total		\$4,019.00	\$332.00	\$0.00	-\$332.00	-100.00%
Transport Total Income		-\$198,034.00	-\$16,501.00	-\$179,994.56	-\$163,493.56	990.81%
Transport Total Expenditure		\$2,043,769.00	\$170,298.00	\$63,817.22	-\$106,480.78	-62.53%

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COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Economic Services						
Rural Services						
Operating Expenditure						
2130111	RURAL - Noxious Weed Control	\$49,150.00	\$4,095.00	\$0.00	-\$4,095.00	-100.00%
2130160	RURAL - Dog Health Program Tjuntjunjara	\$20,000.00	\$1,666.00	\$0.00	-\$1,666.00	-100.00%
Operating Expenditure Total		\$69,150.00	\$5,761.00	\$0.00	-\$5,761.00	-100.00%
Tourism & Area Promotion						
Operating Income						
3130202	TOUR - Commission	-\$350.00	-\$29.00	\$0.00	\$29.00	-100.00%
3130221	TOUR - Caravan Park Fees	-\$40,000.00	-\$3,333.00	-\$6,873.65	-\$3,540.65	106.23%
3130222	TOUR - Caravan Park Laundry Fees	-\$1,400.00	-\$116.00	-\$291.81	-\$175.81	151.56%
3130225	TOUR - Visitors Centre Lady Shenton Income	-\$30,000.00	-\$2,500.00	-\$2,002.33	\$497.67	-19.91%
3130235	TOUR - Other Income Relating to Tourism & Area Promot	-\$1,000.00	-\$83.00	-\$24.55	\$58.45	-70.42%
Operating Income Total		-\$72,750.00	-\$6,061.00	-\$9,192.34	-\$3,131.34	51.66%
Tourism & Area Promotion						
Operating Expenditure						
2130211	TOUR - Visitor Centre Operations	\$20,800.00	\$1,732.00	\$3,929.86	\$2,197.86	126.90%
2130235	TOUR - Signage	\$10,000.00	\$832.00	\$0.00	-\$832.00	-100.00%
2130236	TOUR - Tour Guide	\$100.00	\$8.00	\$0.00	-\$8.00	-100.00%
2130240	TOUR - Public Relations & Area Promotion	\$2,500.00	\$208.00	\$0.00	-\$208.00	-100.00%
2130241	TOUR - Subscriptions & Memberships	\$2,000.00	\$166.00	\$0.00	-\$166.00	-100.00%
2130242	TOUR - Events Other	\$183,800.00	\$15,315.00	\$0.00	-\$15,315.00	-100.00%
2130243	TOUR - Cyclassic Event	\$26,200.00	\$2,181.00	\$0.00	-\$2,181.00	-100.00%
2130244	TOUR - Rodeo Event	\$0.00	\$0.00	\$0.00	\$0.00	
2130258	TOUR - Kookynie Townsite and Info Bay Maintenance/Ope	\$5,600.00	\$466.00	\$0.00	-\$466.00	-100.00%
2130259	TOUR - Goongarrie Cottages Maintenance/Operations	\$35,350.00	\$2,944.00	\$887.39	-\$2,056.61	-69.86%
2130260	TOUR - Niagra Dam Maintenance/Operations	\$6,357.00	\$528.00	\$0.00	-\$528.00	-100.00%
2130261	TOUR - Goldern Quest Trail Maintenance/Operations	\$15,000.00	\$1,250.00	\$0.00	-\$1,250.00	-100.00%
2130265	TOUR - Lake Ballard Maintenance/Operations	\$6,302.00	\$524.00	\$0.00	-\$524.00	-100.00%
2130266	TOUR - Caravan Park General Maintenance/Operations	\$79,739.00	\$6,641.00	\$15,296.25	\$8,655.25	130.33%
2130286	TOUR - Expensed Minor Asset Purchases	\$10,000.00	\$833.00	\$0.00	-\$833.00	-100.00%
2130287	TOUR - Other Expenses	\$0.00	\$0.00	\$0.00	\$0.00	
2130288	TOUR - Building Operations	\$14,133.00	\$1,176.00	\$4,659.61	\$3,483.61	296.23%
2130289	TOUR - Building Maintenance	\$15,200.00	\$1,265.00	\$180.51	-\$1,084.49	-85.73%
2130292	TOUR - Depreciation	\$145,820.00	\$12,151.00	\$0.00	-\$12,151.00	-100.00%
2130299	TOUR - Administration Allocated	\$0.00	\$0.00	\$17,204.83	\$17,204.83	
Operating Expenditure Total		\$668,480.00	\$55,681.00	\$42,158.45	-\$13,522.55	-24.29%
Building Control						
Operating Income						
3130302	BUILD - Commission - BSL & CTF	\$0.00	\$0.00	\$0.00	\$0.00	
3130320	BUILD - Fees & Charges (including Licences)	-\$1,500.00	-\$125.00	-\$500.16	-\$375.16	300.13%
Operating Income Total		-\$1,500.00	-\$125.00	-\$500.16	-\$375.16	300.13%
Building Control						
Operating Expenditure						
2130300	BUILD - Employee Costs	\$0.00	\$0.00	\$0.00	\$0.00	
2130352	BUILD - Consultants	\$18,000.00	\$1,500.00	\$0.00	-\$1,500.00	-100.00%
2130385	BUILD - Legal Expenses	\$15,000.00	\$1,250.00	\$0.00	-\$1,250.00	-100.00%
2130399	BUILD - Administration Allocated	\$0.00	\$0.00	\$3,622.06	\$3,622.06	
Operating Expenditure Total		\$33,000.00	\$2,750.00	\$3,622.06	\$872.06	31.71%

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COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Economic Development						
Operating Expenditure						
2130652	ECON DEV - Consultants	\$0.00	\$0.00	\$0.00	\$0.00	
Operating Expenditure Total		\$0.00	\$0.00	\$0.00	\$0.00	
Other Economic Services						
Operating Income						
3130810	OTH ECON - Grants	-\$35,709.00	-\$2,975.00	\$0.00	\$2,975.00	-100.00%
3130821	OTH ECON - Standpipe Income	-\$2,000.00	-\$166.00	-\$256.36	-\$90.36	54.43%
3130825	OTH ECON - Community Resource Centre Income	-\$80,500.00	-\$6,707.00	\$0.00	\$6,707.00	-100.00%
3130826	OTH ECON - Post Office Income	-\$9,000.00	-\$750.00	-\$751.08	-\$1.08	0.14%
3130835	OTH ECON - Other Income	-\$5,900.00	-\$491.00	\$0.00	\$491.00	-100.00%
Operating Income Total		-\$133,109.00	-\$11,089.00	-\$3,507.44	\$7,581.56	-68.37%
Other Economic Services						
Operating Expenditure						
2130855	OTH ECON - Community Bus	\$0.00	\$0.00	\$0.00	\$0.00	
2130860	OTH ECON - Community Resource Centre Operations	\$87,500.00	\$7,289.00	\$7,314.35	\$25.35	0.35%
2130863	OTH ECON - Post Office Operations	\$7,500.00	\$623.00	\$1,637.69	\$1,014.69	162.87%
2130865	OTH ECON - Standpipe Maintenance/Operations	\$51.00	\$4.00	\$0.00	-\$4.00	-100.00%
2130886	OTH ECON - Expensed Minor Asset Purchases	\$4,000.00	\$333.00	\$0.00	-\$333.00	-100.00%
2130889	OTH ECON - Building Maintenance	\$7,300.00	\$608.00	-\$0.33	-\$608.33	-100.05%
2130899	OTH ECON - Administration Allocated	\$0.00	\$0.00	\$905.53	\$905.53	
Operating Expenditure Total		\$121,357.00	\$10,106.00	\$9,857.24	-\$248.76	-2.46%
Economic Services Total Income		-\$207,359.00	-\$17,275.00	-\$13,199.94	\$4,075.06	-23.59%
Economic Services Total Expenditure		\$891,987.00	\$74,298.00	\$55,637.75	-\$18,660.25	-25.12%

FIS Financial Information Schedule For the Period Ending
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COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
Other Property & Services						
Private Works						
Operating Expenditure						
2140187	PRIVATE - Private Works Expenses	\$600.00	\$49.00	\$0.00	-\$49.00	-100.00%
Operating Expenditure Total		\$600.00	\$49.00	\$0.00	-\$49.00	
Private Works						
Operating Income						
3140120	PRIVATE - Private Works Income	-\$2,000.00	-\$166.00	\$0.00	\$166.00	
Operating Income Total		-\$2,000.00	-\$166.00	\$0.00	\$166.00	
Administration costs						
Operating Income						
3140201	ADMIN - Reimbursements	\$0.00	\$0.00	-\$5,822.72	-\$5,822.72	
Operating Income Total		\$0.00	\$0.00	-\$5,822.72	-\$5,822.72	
Administration costs						
Operating Expenditure						
2140200	ADMIN - Employee Costs	\$520,150.00	\$43,345.00	\$54,818.68	\$11,473.68	26.47%
2140203	ADMIN - Uniforms	\$4,000.00	\$333.00	\$0.00	-\$333.00	-100.00%
2140204	ADMIN - Training & Development	\$15,000.00	\$1,250.00	\$0.00	-\$1,250.00	-100.00%
2140205	ADMIN - Recruitment	\$10,000.00	\$833.00	\$285.00	-\$548.00	-65.79%
2140208	ADMIN - Other Employee Expenses	\$1,000.00	\$83.00	\$0.00	-\$83.00	-100.00%
2140209	ADMIN - Travel & Accommodation	\$10,000.00	\$833.00	\$1,487.10	\$654.10	78.52%
2140210	ADMIN - Motor Vehicle Expenses	\$0.00	\$0.00	\$357.50	\$357.50	
2140215	ADMIN - Printing and Stationery	\$35,000.00	\$2,916.00	\$0.00	-\$2,916.00	-100.00%
2140216	ADMIN - Postage and Freight	\$2,500.00	\$208.00	\$0.00	-\$208.00	-100.00%
2140220	ADMIN - Communication Expenses	\$75,000.00	\$6,250.00	\$0.00	-\$6,250.00	-100.00%
2140221	ADMIN - Information Technology	\$55,000.00	\$4,583.00	\$715.91	-\$3,867.09	-84.38%
2140226	ADMIN - Office Equipment Mtce	\$1,000.00	\$83.00	\$0.00	-\$83.00	-100.00%
2140227	ADMIN - Records Management	\$2,600.00	\$216.00	\$0.00	-\$216.00	-100.00%
2140228	ADMIN - Title Searches	\$100.00	\$8.00	\$0.00	-\$8.00	-100.00%
2140230	ADMIN - Insurance Expenses (Other than Bld and W/Com	\$49,380.00	\$4,115.00	\$65,971.97	\$61,856.97	1503.21%
2140240	ADMIN - Advertising and Promotion	\$3,000.00	\$250.00	\$838.18	\$588.18	235.27%
2140241	ADMIN - Subscriptions and Memberships	\$10,000.00	\$833.00	\$680.00	-\$153.00	-18.37%
2140252	ADMIN - Consultants	\$105,000.00	\$8,750.00	\$0.00	-\$8,750.00	-100.00%
2140253	ADMIN - Drug and Alcohol Testing	\$10,000.00	\$833.00	\$77.27	-\$755.73	-90.72%
2140265	ADMIN - Software Licences/Upgrades	\$55,000.00	\$4,583.00	\$0.00	-\$4,583.00	-100.00%
2140284	ADMIN - Audit Fees	\$45,000.00	\$3,750.00	\$0.00	-\$3,750.00	-100.00%
2140286	ADMIN - Expensed Minor Asset Purchases	\$18,000.00	\$1,500.00	\$0.00	-\$1,500.00	-100.00%
2140287	ADMIN - Other Expenses	\$201.00	\$17.00	\$800.00	\$783.00	4605.88%
2140288	ADMIN - Building Operations	\$56,999.00	\$4,748.00	\$1,702.58	-\$3,045.42	-64.14%
2140289	ADMIN - Building Maintenance	\$13,580.00	\$1,130.00	\$89.45	-\$1,040.55	-92.08%
2140292	ADMIN - Depreciation	\$135,000.00	\$11,248.00	\$0.00	-\$11,248.00	-100.00%
2140298	ADMIN - Admin Staff Housing Costs Allocated	\$0.00	\$0.00	\$4,361.12	\$4,361.12	
2140299	ADMIN - Administration Overheads Recovered	\$0.00	\$0.00	-\$181,103.45	-\$181,103.45	
Operating Expenditure Total		\$1,252,166.00	\$104,335.00	-\$48,918.69	-\$153,253.69	-146.89%
PWOH Costs						
Operating Income						
3140300	PWO - Long Service Leave Recoup	\$0.00	\$0.00	\$0.00	\$0.00	
3140301	PWO - Other Reimbursements	\$0.00	\$0.00	\$0.00	\$0.00	
Operating Income Total		\$0.00	\$0.00	\$0.00	\$0.00	

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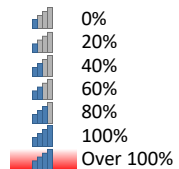
COA	Description	31/07/2020 Draft Budget	31/07/2020 YTD Budget	31/07/2020 YTD Actual	Variance (\$)	Variance (%)
PWOH Costs						
Operating Expenditure						
2140300	PWO - Employee Costs	\$277,385.00	\$23,114.00	\$20,065.81	-\$3,048.19	-13.19%
2140303	PWO - Uniforms	\$4,000.00	\$333.00	\$164.00	-\$169.00	-50.75%
2140304	PWO - Training & Development	\$15,000.00	\$1,250.00	\$0.00	-\$1,250.00	-100.00%
2140305	PWO - Recruitment	\$500.00	\$41.00	\$0.00	-\$41.00	-100.00%
2140307	PWO - Protective Clothing	\$2,000.00	\$166.00	\$0.00	-\$166.00	-100.00%
2140308	PWO - Other Employee Expenses	\$500.00	\$41.00	\$140.91	\$99.91	243.68%
2140309	PWO - Travel & Accommodation	\$10,000.00	\$833.00	\$0.00	-\$833.00	-100.00%
2140310	PWO - Motor Vehicle Expenses	\$0.00	\$0.00	\$364.66	\$364.66	
2140316	PWO - Postage and Freight	\$2,000.00	\$166.00	\$0.00	-\$166.00	-100.00%
2140320	PWO - Communication Expenses	\$8,000.00	\$666.00	\$0.00	-\$666.00	-100.00%
2140323	PWO - Sick Pay	\$29,779.00	\$2,481.00	\$1,058.22	-\$1,422.78	-57.35%
2140324	PWO - Annual Leave	\$51,986.00	\$4,332.00	\$6,806.67	\$2,474.67	57.13%
2140329	PWO - Insurance Expenses (Except Workers Comp)	\$1,500.00	\$125.00	\$0.00	-\$125.00	-100.00%
2140341	PWO - Subscriptions & Memberships	\$1,800.00	\$149.00	\$0.00	-\$149.00	-100.00%
2140352	PWO - Consultants	\$1,000.00	\$83.00	\$0.00	-\$83.00	-100.00%
2140361	PWO - Engineering & Technical Support	\$3,000.00	\$250.00	\$0.00	-\$250.00	-100.00%
2140365	PWO - Maintenance/Operations	\$62,000.00	\$5,165.00	\$13,245.10	\$8,080.10	156.44%
2140371	PWO Bldg Mtce - Employee Costs	\$40,428.00	\$3,368.00	\$980.57	-\$2,387.43	-70.89%
2140381	PWO Bldg Mtce - Minor Expenses	\$16,000.00	\$1,333.00	\$6,634.58	\$5,301.58	397.72%
2140386	PWO - Expensed Minor Asset Purchases	\$20,000.00	\$1,666.00	\$0.00	-\$1,666.00	-100.00%
2140387	PWO - Other Expenses	\$0.00	\$0.00	\$0.03	\$0.03	
2140392	PWO - Depreciation	\$22,000.00	\$1,832.00	\$0.00	-\$1,832.00	-100.00%
2140393	PWO - LESS Allocated to Works (PWO's)	\$0.00	\$0.00	-\$79,277.65	-\$79,277.65	
2140399	PWO - Administration Allocated	\$0.00	\$0.00	\$36,220.70	\$36,220.70	
Operating Expenditure Total		\$590,578.00	\$49,198.00	\$6,403.60	-\$42,794.40	-86.98%
Plant Operations						
Operating Income						
3140410	POC - Fuel Tax Credits Grant Scheme	-\$20,000.00	-\$1,666.00	\$0.00	\$1,666.00	-100.00%
Operating Income Total		-\$20,000.00	-\$1,682.00	\$0.00	\$1,682.00	-100.00%
Plant Operations						
Operating Expenditure						
2140400	POC - Internal Plant Repairs - Wages & O/Head	\$45,000.00	\$3,750.00	\$12,820.88	\$9,070.88	241.89%
2140411	POC - External Parts & Repairs	\$80,000.00	\$6,666.00	\$1,660.29	-\$5,005.71	-75.09%
2140412	POC - Fuels and Oils	\$100,000.00	\$8,333.00	\$626.39	-\$7,706.61	-92.48%
2140413	POC - Tyres and Tubes	\$25,000.00	\$2,083.00	\$0.00	-\$2,083.00	-100.00%
2140416	POC - Licences/Registrations	\$4,890.00	\$407.00	\$0.00	-\$407.00	-100.00%
2140417	POC - Insurance Expenses	\$20,730.00	\$1,728.00	\$23,190.38	\$21,462.38	1242.04%
2140418	POC - Expendable Tools / Consumables	\$25,000.00	\$2,082.00	\$122.49	-\$1,959.51	-94.12%
2140492	POC - Depreciation	\$476,550.00	\$39,712.00	\$0.00	-\$39,712.00	-100.00%
2140494	POC - LESS Plant Operation Costs Allocated to Works	\$0.00	\$0.00	-\$40,482.96	-\$40,482.96	
2140499	POC - Administration Allocated	\$0.00	\$0.00	\$12,677.19	\$12,677.19	
Operating Expenditure Total		\$783,170.00	\$65,261.00	\$10,614.66	-\$54,646.34	-83.74%
Salaries and Wages						
Operating Income						
3140501	SAL - Reimbursement - Workers Compensation	\$0.00	\$0.00	\$0.00	\$0.00	
Operating Income Total		\$0.00	\$0.00	\$0.00	\$0.00	
Operating Expenditure						
2140500	SAL - Gross Salary and Wages	\$1,641,415.00	\$136,784.00	\$159,121.21	\$22,337.21	16.33%
2140501	SAL - LESS Salaries & Wages Allocated	-\$1,641,415.00	-\$136,784.00	-\$136,411.85	\$372.15	-0.27%
Operating Expenditure Total		\$0.00	\$0.00	\$22,709.36	\$22,709.36	
Other Property & Services Total Income		-\$20,200.00	-\$1,682.00	-\$5,822.72	-\$4,140.72	246.18%
Other Property & Services Total Expenditure		\$2,625,914.00	\$218,794.00	-\$9,191.07	-\$250,694.43	-104.20%
Total Income		-\$5,637,777.00	-\$469,797.00	-\$229,127.27	\$240,669.73	-51.23%
Total Expenditure		\$7,314,732.00	\$609,392.00	\$299,671.35	-\$332,430.01	-50.82%

SHIRE OF MENZIES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 July 2020

Note 13: Capital Acquisitions

% of
Completion

Assets	Job	YTD Actual			Budget			
		New/Upgrade	Renewal	Total YTD	Annual Budget	YTD Budget	YTD Variance	
		\$	\$	\$	\$	\$	\$	
Footpaths								
Transport								
0.00	Onslow St - Footpath Capital	FC047	0	0	0	50,000	4,166	(4,166)
0.00	Mercer St - Footpath Capital	FC053	0	0	0	50,000	4,166	(4,166)
0.00	Footpath Construction General (Budgeting Only)	FC000	0	0	0	100,000	8,333	(8,333)
	Transport Total		0	0	0	200,000	16,665	(16,665)
0.00	Footpaths Total		0	0	0	200,000	16,665	(16,665)
Infrastructure Assets - Parks and Ovals								
Recreation and Culture								
0.00	Drink Fountain in Park	PC036	0	0	0	10,000	833	(833)
0.00	Hand Wash at BBQ Area Water Park	PC112	0	0	0	10,000	833	(833)
0.00	Rodeo Grounds Infrastructure	C0113	0	0	0	40,000	3,333	(3,333)
	Transport Total		0	0	0	60,000	4,999	(4,999)
0.00	Infrastructure Parks and Ovals Total		0	0	0	60,000	4,999	(4,999)
Other Infrastructure								
Community Amenities								
0.00	Cometvale Cemetery Fence	C0103	0	0	0	50,000	4,166	(4,166)
0.00	Tjuntjunjarra Cemetery Shade	C0104	0	0	0	50,000	4,166	(4,166)
	Community Amenities Total		0	0	0	100,000	8,332	(8,332)
Transport								
0.00	Town Dam Upgrade	C0121	0	0	0	20,000	1,666	(1,666)
0.00	Bores to Support Road Works	C0123	0	0	0	50,000	4,166	(4,166)
0.00	Kookynie Airstrip Extension	C0126	0	0	0	20,000	1,666	(1,666)
	Transport Total		0	0	0	90,000	7,498	(7,498)
Economic Services								
0.00	Niagra Dam Capital Works	C0131	0	0	0	85,000	7,083	(7,083)
	Economic Services Total		0	0	0	85,000	7,083	(7,083)
0.00	Other Infrastructure Total		0	0	0	275,000	22,913	(22,913)
0.01	Capital Expenditure Total		38,981	0	40,639	6,175,500	465,442	(424,803)



Percentage YTD Actual to Annual Budget
Expenditure over budget highlighted in red.

12.1.2 MONTHLY LISTING OF PAYMENTS FOR THE MONTH OF JULY 2020

LOCATION:	N/A
APPLICANT:	Shire of Menzies
DOCUMENT REF:	FIN.935.1/NAM307
DISCLOSURE OF INTEREST:	The Author has no interest to disclose
DATE:	13 August 2020
AUTHOR:	Carol McAllan Finance Officer
ATTACHMENT:	Yes - Payment Listing for July 2020, EFT Payment Listing for July 2020, Direct Debit Payment Listing for July 2020 and Credit Card Payment Listing for July 2020

IN BRIEF:

The list of payments made for the month of July 2020 to be received by Council.

BACKGROUND:

Payments have been made by electronic funds transfer (EFT), cheque and direct transfer from Council's Municipal bank account and duly authorised as required by Council Policy. These payments have been made under delegated authority to the Chief Executive Officer and are reported to Council.

COMMENT:

The EFT and Direct Debit payments that have been raised for the month of July 2020 are attached.

CONSULTATION:

Nil.

STATUTORY ENVIRONMENT:

Local Government (Financial Management) Regulations 1996 Regulation 13

POLICY IMPLICATIONS:

Policy 4.7 – Creditors – Preparation for Payment

FINANCIAL IMPLICATIONS:

Nil.

RISK ASSESSMENTS:

Nil

STRATEGIC IMPLICATIONS:

14.3 Active civic leadership achieved

- Regularly review plans with community consultation on significant decisions affecting the Shire.

VOTING REQUIREMENTS:

Simple Majority.

OFFICER RECOMMENDATION:

That Council receive the list of payments for the month of July 2020 totalling \$249,628.16 being:

- 1) No cheques were drawn;
- 2) Electronic Fund Transfer EFT5246 – EFT5285 payments in the Municipal Fund totalling \$101,913.68;
- 3) Direct Debit payments from the Municipal Fund totally \$36,332.23; and
- 4) Credit Card payments for the statement month of June 2020 included in Direct Debits \$1,174.25.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
----------------------------	------------

MOVED: Cr

SECONDED: Cr

Carried /

Shire of Menzies
Payments for the Month of July 2020

SUMMARY OF PAYMENTS FOR JULY 2020

Cheques	0.00
EFT	101,913.68
Direct Debit	36,332.23
Payroll	111,382.25
Total Payments	249,628.16
<hr/>	
Credit Card Payments for June 2020 (included in Direct Debit)	1,174.25

Shire of Menzies
Payments for the Month of July 2020

ELECTRONIC FUNDS TRANSFER (EFT)

Chq/EFT	Date	Name	Description	Amount
EFT5246	20/07/2020	Canine Control	Ranger Services - 28-29 June 2020	\$1,600.50
EFT5247	20/07/2020	Rentokil Initial Group	Hygiene Services - 25 August 2020 to 24 August 2021	\$5,599.65
EFT5248	20/07/2020	AlcoLimit Breathalysers Pty Ltd	Breathalyser Calabration Unit	\$85.00
EFT5249	20/07/2020	Goldfields Glass	Security Screens	\$250.00
EFT5250	20/07/2020	Xstra Global IT and Communication Solutions	PABX Hosting, Provision & Support Rental	\$311.30
EFT5251	20/07/2020	Chris Hicks Pty Ltd	Artificial grass for Rodeo Grounds	\$5,000.00
EFT5252	20/07/2020	CleverPatch	Craft items for youth centre	\$628.82
EFT5253	20/07/2020	Ivan Wells	Reimburse Keycutting and Work Boots	\$265.20
EFT5254	20/07/2020	Konnect Fastening Systems (t/a Coventry Group)	Teck Screws	\$121.00
EFT5255	20/07/2020	Corsign	2x Grader Ahead Signs	\$101.20
EFT5256	20/07/2020	Pascoe Durtanovich	Contract services - Acting Chief Executive Officer	\$5,476.00
EFT5257	20/07/2020	Air Liquide Australia Ltd	Cylinder Rental 01/06/2020 to 30/06/2020	\$28.16
EFT5258	20/07/2020	Atom	Fuel Metre for Grader Camp Genset	\$510.75
EFT5259	20/07/2020	Blackwoods	Tea, Coffee, milk,sugar,biscuits for depot	\$341.68
EFT5260	20/07/2020	BOC limited	Industrial Oxygen Container fee 1/7/2020 to 30/6/2021	\$134.74
EFT5261	20/07/2020	Bunnings	Pope Poly,Hose - Reticulation Materials	\$1,495.41
EFT5262	20/07/2020	Goldfields Pest Control	Feral Cactus Spraying at Menzies	\$22,000.00
EFT5263	20/07/2020	Goldfields Toyota	Service Toyota Dual Cab - 3MN	\$485.35
EFT5264	20/07/2020	Grand Hotel Kookynie	Meals x 2 days - Employees on site	\$155.00
EFT5265	20/07/2020	Landgate	Mining Tenement Schedules M2020 /4/5/6	\$504.00
EFT5266	20/07/2020	Local Health Authorities Analtical Committee	Analytical Services 2020/2021	\$198.00
EFT5267	20/07/2020	LO-Go Appointments	Contract EA - Helen Cooper - W/E 4/7 and 11/7/2020	\$5,834.07
EFT5268	20/07/2020	Marketforce	Advertising - Deputy CEO and EA	\$2,007.26
EFT5269	20/07/2020	Samuel Mckay	Reimburse for Fuel Filter	\$31.19
EFT5270	20/07/2020	Shire of Menzies Social Club	Payroll deductions	\$200.00
EFT5271	20/07/2020	Office National	Stationery	\$155.37
EFT5272	20/07/2020	Penns Cartage	Hire Crane to Fix Poles in Playground - Transport freight	\$861.30
EFT5273	20/07/2020	Satellite Television & Radio Australia	Annual DTV site maintenance - TV retransmission	\$7,100.50
EFT5274	20/07/2020	Shire Of Leonora	Building Services March, April, May, June	\$14,030.00
EFT5275	20/07/2020	Taps Industries	Connection of 2 x units at Caravan Park - Plumbing	\$7,700.00
EFT5276	20/07/2020	Paul Warner	Reimburse for purchase of Circular Fluoro Light	\$22.00
EFT5277	20/07/2020	WesTrac Pty Ltd	fuel ,oil, air cleaners	\$281.57
EFT5278	20/07/2020	Wurth Australia	Assorted Workshop Items Consumables	\$326.65
EFT5279	23/07/2020	IT Vision User Group Inc	IT Vision User Group - Membership 2020/2021	\$748.00
EFT5280	23/07/2020	Helen Louise Cooper	Travel, Accom and meals Menzies-Bunbury-Menzies.	\$1,499.00
EFT5281	23/07/2020	Goldfields Locksmiths	Door locks and keys	\$915.62
EFT5282	23/07/2020	Netlogic Information Technology	IT Assistance - Offsite	\$787.50
EFT5283	23/07/2020	R F Young	Contract Supervisor W/E 12/7,19/7,23/7	\$13,099.89
EFT5284	23/07/2020	Andrew Tucker	Reimburse wages deduction in error.	\$100.00
EFT5285	23/07/2020	The West Australian	Tourism special liftout advertising	\$922.00

\$101,913.68

Shire of Menzies
Payments for the Month of July 2020

DIRECT DEBIT TRANSACTIONS

Chq/EFT	Date	Name	Description	Amount
DD3477.1	01/07/2020	WA Local Govt Superannuation Plan	Superannuation contributions	\$4,897.75
DD3477.2	01/07/2020	Australian Super	Superannuation contributions	\$798.42
DD3477.3	01/07/2020	WA Local Govt Superannuation Plan	Payroll deductions	\$2,214.36
DD3477.4	01/07/2020	GESB Superannuation	Superannuation contributions	\$52.48
DD3479.1	14/07/2020	WA Local Govt Superannuation Plan	Superannuation contributions	\$5,054.39
DD3479.2	14/07/2020	Australian Super	Superannuation contributions	\$663.87
DD3479.3	14/07/2020	WA Local Govt Superannuation Plan	Payroll deductions	\$2,215.87
DD3479.4	14/07/2020	GESB Superannuation	Superannuation contributions	\$119.34
DD3513.1	28/07/2020	WA Local Govt Superannuation Plan	Superannuation contributions	\$4,997.78
DD3513.2	28/07/2020	Australian Super	Superannuation contributions	\$593.48
DD3513.3	28/07/2020	WA Local Govt Superannuation Plan	Payroll deductions	\$2,236.75
DD3513.4	28/07/2020	GESB Superannuation	Superannuation contributions	\$53.84
DD3518.1	06/07/2020	NAB	Payment of Credit Card purchases June 2020	\$1,174.25
DD3520.1	24/07/2020	Australia Post	50266- \$1.10 roll of 100 Stamps	\$1,191.39
DD3530.1	01/07/2020	NAB	Merch Fees - 6854150 - 1 July 2020	\$28.28
DD3532.1	31/07/2020	NAB	Merchant Fees -- 31 July 2020	\$146.50
DD3534.1	30/07/2020	NAB	Nab Connect Fees - 6854150 - 1 July 2020	\$33.49
DD3536.1	29/07/2020	Wright Express Australia Pty Ltd	Nurse - Fuel Card to 15 July 2020	\$826.68
DD3538.1	27/07/2020	Gregory Dwyer	President's Allowance July 2020	\$3,364.49
DD3538.2	27/07/2020	Ian Baird	Sitting Fees - July 2020	\$1,289.67
DD3538.3	27/07/2020	Cr Keith Mader	Sitting Fees - July 2020	\$875.83
DD3538.4	27/07/2020	Jillian Dwyer	Sitting Fees - July 2020	\$875.83
DD3538.5	27/07/2020	Cr Justin Lee	Sitting Fee - July 2020	\$875.83
DD3538.6	27/07/2020	Vashti Marie Fay Ashwin	Sitting Fees - July 2020	\$875.83
DD3538.7	27/07/2020	Cr Debbie Hansen	Sitting Fees - July 2020	\$875.83
				<u><u>\$36,332.23</u></u>

Shire of Menzies
Payments for the Month of July 2020

CREDIT CARD PURCHASES

Date	Name	Description	Amount
01/07/2020	Target	Caravan Park Manchester	\$564.00
01/07/2020	Qantas Airways	Ally Bryant - Flight Kalgoorlie-Perth	\$521.40
09/07/2020	Qantas Airways	Anne Lake - Flight Perth- Kalgoorlie Return	\$1,059.52
22/07/2020	Shire of Menzies	Postage	\$24.65
07/07/2020	Active8Me	Internet	\$70.65
15/07/2020	Active8Me	Internet	\$70.65
20/07/2020	Shire of Menzies	Postage	\$34.60
20/07/2020	Kmart	Caravan Park Cabins - Knife set	\$16.00
20/07/2020	Target		\$92.00
20/07/2020	Harvey Norman		\$675.80
20/07/2020	Harvey Norman	Indoor Antenna x 2	\$179.90
24/07/2020	Rakkan - Laverton		\$165.00
28/07/2020	NAB	Card Fee	\$9.00
			\$3,483.17

Note: Credit card transactions are paid via Direct Debit in the following month

12.1.3**MONTHLY INVESTMENT REPORT**

LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
DOCUMENT REF:	As Applicable
DISCLOSURE OF INTEREST:	Nil
DATE:	13 August 2020
AUTHOR:	Rhona Hawkins Executive Consultant
ATTACHMENT:	

IN BRIEF:

This item recommends Council receives the investment report for the month of July 2020

BACKGROUND:

The Chief Executive Officer is delegated authority to invest funds into interest bearing accounts under Delegation 2.5 – Investment of Surplus Funds.

COMMENT:

Below are the current investments for the Shire of Menzies as at 31/07/2020.

INSTITUTION / ACCOUNT TYPE	SUM	TERM	DATE OF MATURITY	INTEREST RATE	RISK ASSESSMENT
NAB – Reserve Term Deposit	\$3,254,209.54	90 Days	08/07/2020	1.22%	Medium
NAB – Reserve Maximiser account	\$8,601,944.77	Open	Open		Medium

CONSULTATION:

Nil

STATUTORY ENVIRONMENT

Local Government Act

- 2.7 (2) Without limiting subsection (1), the council is to —
- (a) oversee the allocation of the local government’s finances and resources; and
 - (b) determine the local government’s policies.

3.1. General function

- (1) The general function of a local government is to provide for the good government of persons in its district.

6.14 Power to invest

Local Government (Administration) Regulations

19C. Investment of money, restrictions on (Act s. 6.14(2)(a))

- (1) In this regulation —
authorised institution means —
 - (a) an authorised deposit-taking institution as defined in the *Banking Act 1959* (Commonwealth) section 5; or
 - (b) the Western Australian Treasury Corporation established by the *Western Australian Treasury Corporation Act 1986*;
- (2) When investing money under section 6.14(1), a local government may not do any of the following —
 - (a) deposit with an institution except an authorised institution;
 - (b) deposit for a fixed term of more than 3 years;
 - (c) invest in bonds that are not guaranteed by the Commonwealth Government, or a State or Territory government;
 - (d) invest in bonds with a term to maturity of more than 3 years;
 - (e) invest in a foreign currency.

POLICY IMPLICATIONS:

Council Policy 4.9 - Investments

Delegation 2.5 – Investment of Surplus Funds

FINANCIAL IMPLICATIONS:

Nil

RISK ASSESSMENT:

Risk Statement	Level of Risk	Risk Mitigation Strategy
<p>There is always a certain risk in investment of funds as banking institutions are no longer the stable and unfailing institutions they once were.</p> <p>The proposal is to closely manage the Shire’s investments and avoid the possibility of loss on the investment.</p> <p>At the same time this proposal still seeks the safest and not necessarily the most profitable return on investments</p>	<p>Medium</p>	<p>Close management of investment.</p> <p>Close attention to financial markets and information.</p> <p>Diversity of investments as much as possible.</p>

STRATEGIC IMPLICATIONS:*14.3 Active civic leadership achieved*

- Regularly monitor and report on the Shire’s activities, budgets, plans and performance.

VOTING REQUIREMENTS:

Simple majority.

OFFICERS RECOMMENDATION:

That Council receives the investment report for the month of July 2020.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
----------------------------	------------

MOVED: Cr

SECONDED: Cr

Carried /

12.1.4 BUDGET AMENDMENT - 1 MAN & A BIKE BROADCAST AGREEMENT

LOCATION:	Not Applicable
APPLICANT:	Visage Productions
DOCUMENT REF:	As Applicable
DISCLOSURE OF INTEREST:	Nil
DATE:	21 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT/S:	Yes - Television Program Agreement

IN BRIEF:

The purpose of this report is for Council to approve a Budget amendment to enable funding of the television program 1 Man & A Bike.

BACKGROUND:

A number of local governments are participating in this program. The program was supported by administration however a budget provision to fund the Shire of Menzies contribution was not made.

The cost to the Shire of Menzies is \$10,000.

COMMENT:

A copy of the Television Program Agreement is attached.

It is recommended that this project be supported, and the Shire of Menzies contribution be funded from COA2130242 – Events Other. To facilitate this COA2130244 – Rodeo Event budget be reduced by \$10,000 and COA2130242 – Events Other be increased by \$10,000.

CONSULTATION:

Not applicable

STATUTORY ENVIRONMENT:

Unbudgeted expenditure Budget Amendment

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

None, as the Rodeo event will not be held in 2020/2021 due to COVID-19 restrictions.

RISK ASSESSMENT:

Risk Statement	Level of Risk	Risk Mitigation Strategy
Nil	Nil	Nil

STRATEGIC IMPLICATIONS:

14.1 Sustainable local economy encouraged

- A local economy accessing the commercial options and services in place, for timely development.
- The acquisition of appropriate resources to assist with economic and tourism planning and development.

VOTING REQUIREMENTS:

Absolute majority

OFFICER RECOMMENDATION:

That:

1. Council support the 1 Man & a Bike Television Program and the Shire of Menzies contribution of \$10,000 be funded from COA 2130242 – Events Other.
2. The following budget amendment be approved –
 - COA2130242 +\$10,000
 - COA2130244 -\$10,000

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
----------------------------	------------

MOVED: Cr

SECONDED: Cr

Carried /



TELEVISION PROGRAM AGREEMENT/CONFIRMATION

July 22, 2020

TO: Shire of Menzies
PROGRAM: 1 MAN & A BIKE - Broadcast Agreement
PROD CO: VISAGE Productions
BROADCASTER: Channel 7 WA & GWN7 WA
PARTNER: VISAGE & Shire of Menzies
EPISODE: Goldfields
TX DATE: 4th Qter 2020 (final schedule TBC)
FEATURE: 1 x 5 minute feature (as part of 1/2 hour program)
COST: \$10,000 ex GST

Special Conditions – Terms of Agreement

- Provision of editorial story
- All production inclusive in price
- No additional costs – all costs inclusive
- Access to all vision filmed
(Not to be used on any other broadcast network other than the Seven Network)
- Unlimited use of edited feature

TERMS OF PAYMENT:

- 50% initial payment as per delivery of agreement
- 50% on completion of filming

This documentation confirms our agreement, as discussed, based on original program proposal and confirmation of participation.

Thank you for partnering in the series, I look forward to working with you on this project.

Kind regards

A handwritten signature in black ink, appearing to read "Lee Loraine", with a horizontal line extending to the right.

Lee Loraine
Producer Director
VISAGE PRODUCTIONS

22 O'Mara Boulevard
Iluka WA 6028
Contact: 0419 967 806
visage1@iinet.net.au

12.1.5 LOCAL ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM

LOCATION:	Not Applicable
APPLICANT:	Not Applicable
DOCUMENT REF:	OCR1648
DISCLOSURE OF INTEREST:	Nil
DATE:	20 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT/S:	Nil

IN BRIEF:

The purpose of this report is for Council to determine projects for funding under the Commonwealth Government Local Roads and Community Infrastructure (LRCI) Program.

BACKGROUND:

The LRCI Program aims to assist a community - led recovery from COVID-19 by supporting local jobs, firms and procurement. It is expected Councils, where possible, will use local businesses and workforces to deliver projects under the LRCI Program to ensure stimulus funding flows into local communities.

Project nominated cannot commence until approved by the Commonwealth. Nominated projects have to be eligible projects under the terms of the Grant Agreements.

Project/Works already budgeted for in 2020/2021 are not eligible.

COMMENT:

Councillors considered this program at the Forum/Briefing Session on 20 August 2020 and indicated support for the following projects:

- Landscaping Office/Council Chambers gardens \$36,000
- Playground equipment Tjuntjuntjarra \$60,000 (approximately)
- Sealing Approximately 2km's of Evanston Menzies Road \$450,000 (approximately)

Information provided to Councillors at the Forum was incorrect to the extent that projects already budgeted for are not eligible for funding, therefore, the Office/Landscaping Project is not eligible and will be progressed with existing budgeted funding.

Preliminary information on playground parks costing indicated that up to \$100,000 would be required, therefore it is recommended that only two projects be nominated under the LRCIP

- Evanston Menzies Road Sealing \$450,000
- Tjuntjuntjarra Playground Park \$97,000

CONSULTATION:

Further consultation will be undertaken with the Tjuntjuntjarra community management to finalise the Playground Park scope of works.

STATUTORY ENVIRONMENT:

Compliance with the Grant Agreement with the Commonwealth.

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

There are no financial implications to the Shire's 2020/2021 Budget as projects nominated are to be totally funded by the grant.

RISK ASSESSMENT:

Risk Statement	Level of Risk	Risk Mitigation Strategy
Loss of grant money if there are delays in nomination of projects and completion of projects.	Minimal	Undertake sealing works via the same tender as budgeted works. Facilitate early consultation on the playground park.

STRATEGIC IMPLICATIONS:*14.1 Sustainable local economy encouraged*

- A local economy accessing the commercial options and services in place, for timely development.
- The acquisition of appropriate resources to assist with economic and tourism planning and development.

14.2 Strong sense of community maintained

- Our community will be cohesive, inclusive and interactive, where people feel safe, are welcomed and can live comfortably.
- Our community will value each other, building relationships and networks to interact, socialise and for recreation.
- Our community will have access to all necessary service requirements.
- The Shire to review disability access throughout the Shire of Menzies.

VOTING REQUIREMENTS:

Simple majority –

OFFICER RECOMMENDATION:

That the following projects be nominated for approval under the Commonwealth Government Local Roads and Community Infrastructure Program:

- Evanston Menzies Road Sealing \$450,000
- Tjuntjuntjarra Playground Park \$97,000

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
----------------------------	------------

MOVED: Cr

SECONDED: Cr

Carried /

12.1.6 AMENDMENT TO DELEGATION 2.2 - ACQUISITION OF ASSETS AND GOODS AND SERVICES

LOCATION:	Not Applicable
APPLICANT:	Not Applicable
DOCUMENT REF:	Tender Register
DISCLOSURE OF INTEREST:	Nil
DATE:	19 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT/S:	Yes – Copy of existing Delegation

IN BRIEF:

This item recommends amendments to Delegation 2.2, to give additional delegation to the Chief Executive Officer and to accommodate recent amendments to the Local Government (Functions and General) Regulations.

BACKGROUND:

Nil

COMMENT:

A recent amendment to Local Government (Functions and General) Regulation 11(1) has increased the Tender threshold from \$150,000 to \$250,000. Delegation 2.2 should be amended to reflect the increase.

In addition to this, an additional delegation is required to enable the Chief Executive Officer to invite tenders.

In accordance with Local Government (Functions and General) Regulation 14(2a), before a Local Government invites tenders the Local Government must determine, in writing, the criteria for deciding which tender should be accepted.

If it is Council's intention, via delegation 2.2, for the Chief Executive Officer to invite tenders without reference to Council, then determining the criteria for deciding which tender should be accepted should be delegated.

CONSULTATION:

Not applicable

STATUTORY ENVIRONMENT:

Local Government Act 1995 Sec 3.57 – Tenders for providing goods and services

Sec 5.42 – Delegation of some powers and duties to CEO.

Local Government (Functions and General) Regulation 11(1) and 14(2a)

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

Nil

RISK ASSESSMENT:

Nil

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Absolute majority

OFFICER RECOMMENDATION (1)

That Delegation 2.2 - Acquisition of Assets and Goods/Services – Tender for supply be amended to reflect the increase in the Tender threshold from \$150,000 to \$250,000.

OFFICER RECOMMENDATION (2)

That the Chief Executive Officer is delegated authority to determine, in writing, the criteria for deciding which tender should be accepted.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
----------------------------	------------

MOVED: Cr

SECONDED: Cr

Carried /

2.2 Acquisition of Assets and Goods/Services – Tenders for supply

Introduction	Generally, tenders must be called for – <ul style="list-style-type: none"> - provision of goods or services valued over \$150,000, - disposal of goods over \$20,000 although there is no prohibition on calling tenders under these thresholds.
Objective	To allow the calling of tenders at an appropriate time.
Statutory context	Local Government Act – <ul style="list-style-type: none"> - s.3.57 – Tenders for providing goods or services - 3.58 – Disposing of property Functions and General Regulations – <ul style="list-style-type: none"> - Part 4 – Provision of goods and services - r.11 (2) – exemption from calling tender for supply - r.12 – anti-avoidance provisions for acquisitions - r.30 – exemption from calling tenders for disposal - r.31 – anti-avoidance provisions for dispositions Council Policy – <ul style="list-style-type: none"> - Purchasing and Tenders – Model Purchasing Policy
Formal record	Officer’s report to Council
Delegation by Chief Executive Officer	Not permitted
History	Former Delegation 11 Adopted 26 June 2014 Adopted 29 March 2018 Reviewed and amended 27 February 2020

Delegation Statement

1. The Chief Executive Officer is authorised to call tenders for supply of goods or services where the total consideration is more than the **\$150,000** threshold, at the appropriate time, subject to the intended transaction being disclosed in the Budget.
2. Where an item or service exceeds **\$150,000** and is able to be obtained through Council Purchasing Service of WALGA (Preferred Supplier list), a formal tender process is not required, subject to compliance with the Act and Council’s delegation 2.3 Disposal of Assets.
3. Rather than obtain quotes in accordance with Council Purchasing Policy, the Chief Executive Officer may exercise their discretion and call tenders for supply of an item or service less than the **\$150,000** threshold.
4. All tenders called are to be dealt with according to the Act and Regulations, and referred to Council for decision, unless prior specific delegation has been given.
5. All matters dealing with purchase of land are to have the specific authorisation of Council.

– End of Delegation

COMMENT

Purchasing policy adopted by Council applies to all non-tender acquisitions.

While the Act stipulates **\$150,000** as the maximum purchase before tendering, Council may resolve a lesser limit.

Note comments to Delegation 2.3 – trade in to a preferred supplier without public tender, does not comply with the Act.

LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
DOCUMENT REF:	As Applicable
DISCLOSURE OF INTEREST:	Nil
DATE:	18 August 2020
AUTHOR:	Paul Warner Works Supervisor
ATTACHMENT:	Nil

IN BRIEF:

The purpose of this report is to advise Council of Works completed/progressed in August 2020.

BACKGROUND:

The Shire manages the Works section with a permanent staff of a Works Supervisor, and 4.5 full time equivalent workers. Additional resources are contracted as required.

COMMENT:

- The fire break has been completed around Kookynie.
- Half the floodway's in the Kookynie are have been cleaned out, with other floodways' scheduled for August.
- The Shire grader is currently grading Bullfinch and Diemals roads.
- The Contractor grader is grading Mt Remarkable Road.
- Cactus spraying was completed within Menzies and Mt Ida.
- Plumbing works for the caravan park units are near completion.

Workshop:

P0181: Has new cutting edges fitted.

P0160: The tail shaft has been removed and a new universal fitted.

P0206: The dirty fuel was cleaned out and the dirty filters have been replaced.

P0232: This is now repaired and has been picked up from panel shop.

P0216: Has now been serviced.

Building

Ablution facility at truck bay located on site. Are waiting water and plumbing connections.

CONSULTATION:

Nil

STATUTORY ENVIRONMENT:

Nil

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

Nil

RISK ASSESSMENT:

No Risk Assessment has been undertaken relating to this item.

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority.

OFFICER RECOMMENDATION:

That Council receive the Works Supervisor's Report for the month of August 2020.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

Carried /

12.3.1 HEALTH BUILDING

LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
DOCUMENT REF:	As Applicable
DISCLOSURE OF INTEREST:	The author has no interest to disclose
DATE:	July 2020
AUTHOR:	David Hadden Health/Building Surveyor
ATTACHMENT:	Nil

IN BRIEF:

That Council receive the report of the Environmental Health Officer / Building Surveyor for the month of July 2020.

BACKGROUND:

This report is for the information of Council. It identifies matters addressed by the Environmental Health Officer / Building Surveyor for the month of July 2020.

COMMENT:

The following is a report of the monthly activities extracted from the report to the Chief Executive Officer from David Hadden, Environmental Health Officer / Building Surveyor.

Building:

Prepared a building permit for a Modular transportable residence on Lot 166 Onslow Street Menzies and liaised with staff regarding preparation of an invoice for building permit fees.

Prepared a building permit for 15 accommodation units at the Edjudena Yarri Road village camp and liaised with staff regarding preparation of an invoice for building permit fees.

Mr Gopel has not contacted Council staff within the required 14 days requested in the correspondence to discuss resolution of him inhabiting his dilapidated caravan.

As such staff will progress legal action accordingly.

Health:

Visited Davyhurst Mine Village camp kitchen to carry out an inspection of renovations/repairs carried out. Provided the management with an application form for registration of the kitchen under the Food Act as well as requesting management to provide as constructed drawings of the new wastewater disposal drainage system throughout the camp for record keeping requirements. Provided advice to the Davyhurst Mine Management regarding the process to apply for a liquor licence for their wet mess facility under the relevant legislation.

Carried out an inspection of the Menzies Hotel kitchen and noted that cleanliness has improved however I have advised staff at the hotel to maintain the current cleaning protocols while still trying to further clean tile grout around the exhaust canopy.

CONSULTATION:

N/A.

STATUTORY ENVIRONMENT:

Public Health Act 2016, Building Act 2011 and various other.

POLICY IMPLICATIONS:

N/A

FINANCIAL IMPLICATIONS:

N/A

RISK ASSESSMENT:

Nil

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS

Simple majority.

OFFICER RECOMMENDATION:

That Council receive the report of the Environmental Health Officer / Building Surveyor for the month of July 2020/2021.

COUNCIL DECISION

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

Carried /

12.4.1 COMMUNITY SERVICES REPORT – JULY 2020

LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
DOCUMENT REF:	As Applicable
DISCLOSURE OF INTEREST:	Nil
DATE:	27 August 2020
AUTHOR:	Sethen Sheehan-Lee Community Service Officer
ATTACHMENT:	Nil

IN BRIEF:

The purpose of the report is to advise Council of Community Service Activates for the month of July 2020.

BACKGROUND:

The Lady Shenton Building accommodate the Community Resource Centre, Menzies Visitor Centre and the Menzies Caravan Park management.

The Youth Centre Ngalipaku Building forms a key part of the Menzies Youth and Community Precinct and operates as a space to host youth and community events.

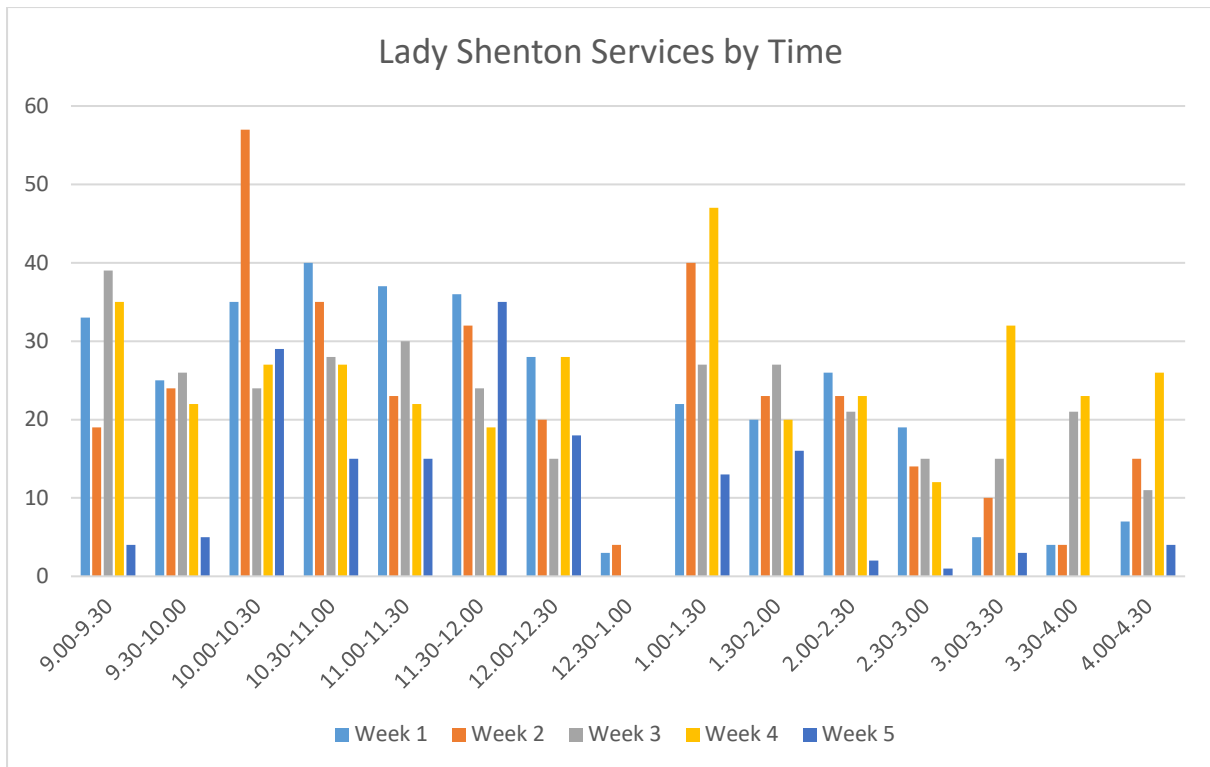
COMMENT:

Lady Shenton

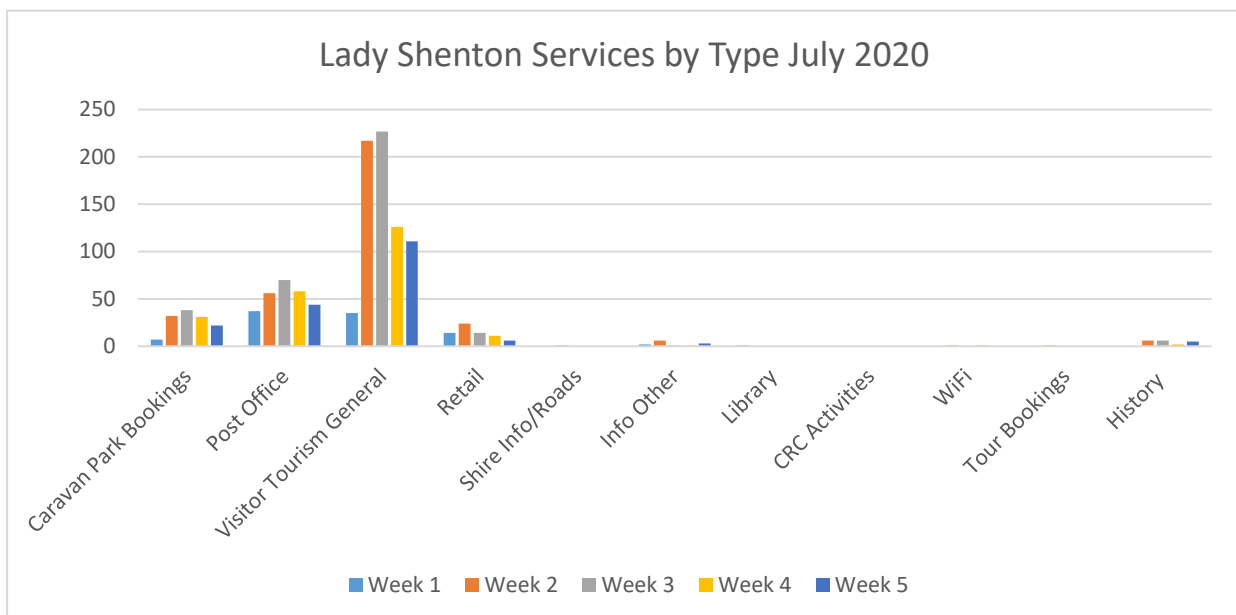
The Lady Shenton received 1217 visitors in July 2020. While this was a significant increase from 593 visitors June 2020 it is still far less than the visitation for July 2019 (with 2217 visitors) and July 2017 (with 1529 visitors).

Over the five-week trading period (including the start of August) the visitation numbers were relatively similar on a week to week basis, with a peak in visitors between 22 and 28 July 2020.

While the visitation was still far below that of previous years, it's possible that because of the limited number of active COVID-19 cases in Western Australia, more tourists felt conformable with travelling within the state in July. Aside from economic factors (such as increased underemployment and unemployment) the hard boarder closure in Western Australia will affect visitor numbers significantly. The introduction of Phase 5 (tentative start date 24 October 2020) could equate to more events taking place in the Goldfields or Northern Goldfields. By this point in the year, the "regular tourist season" will be over and weather in November/December will not be favourable for larger outdoor events in this region.

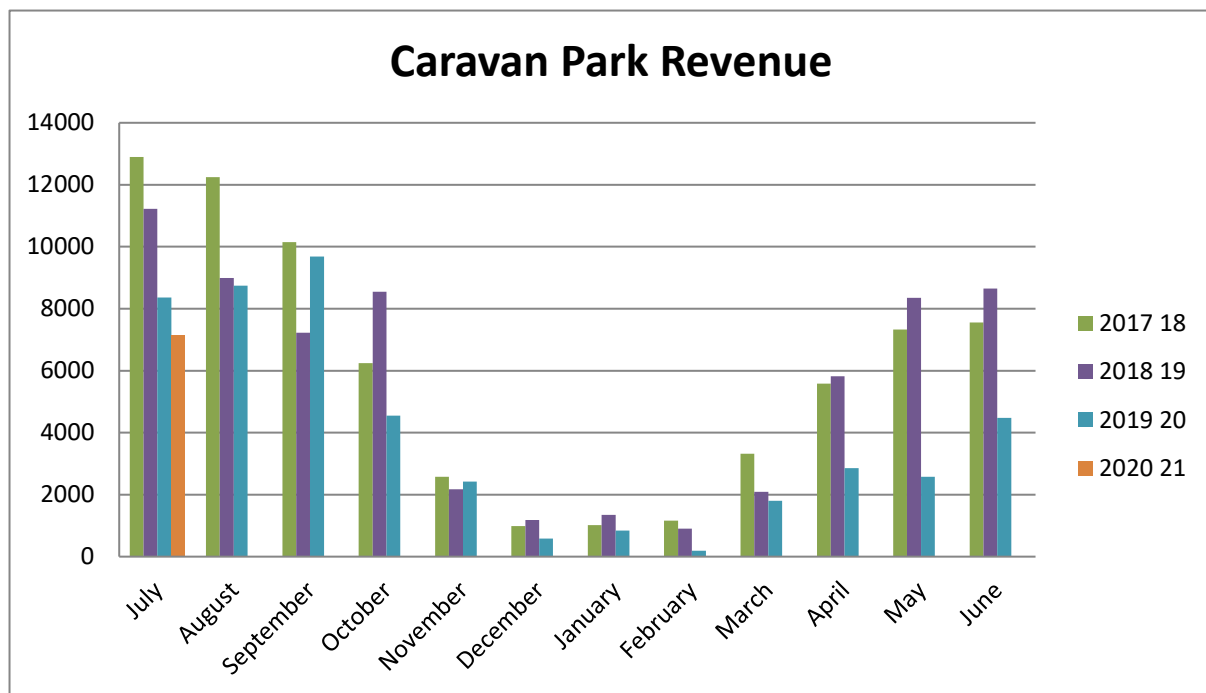


By the way of service types, ‘Visitor Tourism General’ was the most popular service in July 2020 with a total on 716 people visiting for this purpose. ‘Visitor Tourism General’ was also the most in demand service in June 2020 however only 247 people visited for this purpose. This is a substantial increased from June (2020) to July (2020), particularly compared to the popular ‘Caravan Park Bookings’ service that only grew from 69 visitors to 130 visitors in the same period. It’s possible that the high demand for ‘Visitor Tourism General’ and the lesser demand for ‘Caravan Park Bookings’ was derivative from the fact many of the Lady Shenton’s visitors in this month were only completing shorter day trips and where likely visiting from within the goldfields area.



Caravan Park

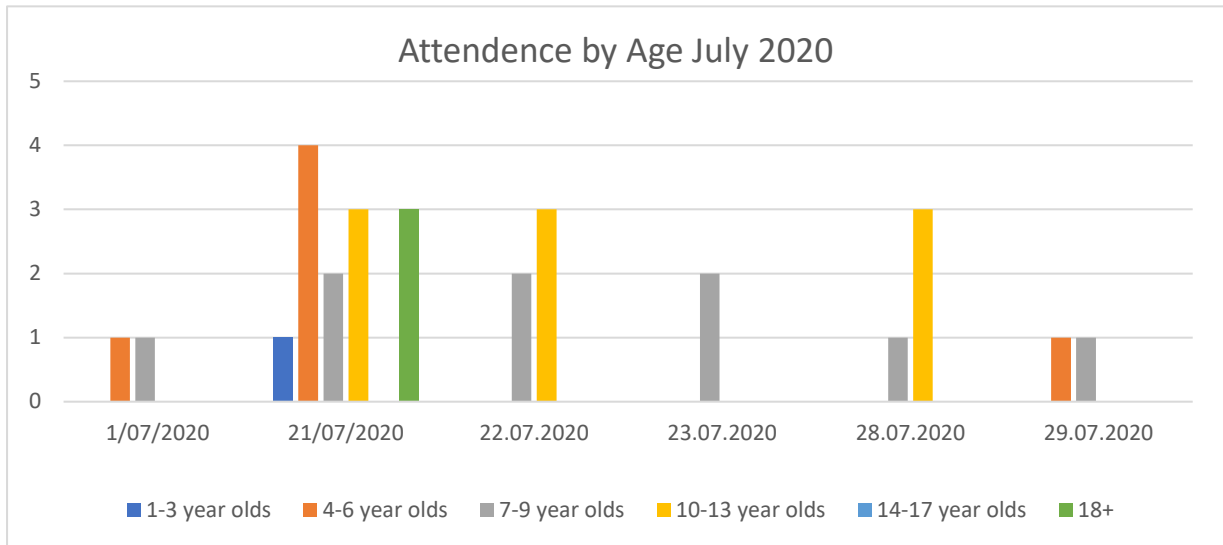
Considering the overall visitation at the CRC was significantly down on the previous financial year, Caravan Park revenue in July 2020 fared well in comparison to July 2019. As the new Caravan Park units were made available for hire in July (2020), it's likely this additional revenue source assisted in raising more income in July 2020. The data from previous financial years still demonstrates that there has been a decrease in revenue from July 2017-18 to July 2020-21. There is no date set for the opening of the WA boarder at this stage, so revenue is likely to be affected until this is done. However, if the boarder was opened at an inappropriate time, it could lead to local or regional travel restrictions, which would decrease revenue and visitation.



Youth Centre and General Community Services

The Youth Centre and general youth activities had lower attendance than average in July, 2020. Aside from the Youth Centre being closed for over a week in July (2020), the normally popular School Holiday Program also received minimal attendance. This was likely due to the lack of excursions that took place (which are usually a major draw card for the holiday program). As Stage 4 of the WA COVID roadmap was only announced on the 26 June 2020, this didn't allow sufficient time for planning transport and activities. There were also plans to operate evening sports activities in July however these had to be postponed due to the unfavourable weather.

On the 2 July 2020 the Shire of Menzies worked in collaboration with the Menzies Aboriginal Corporation and Menzies Community School staff to operate a Bingo Game and Disco. The Bingo game was live streamed to the Shire Facebook page, which served as a way of engaging the wider community through these activities. Events of this nature help demonstrate how when multiple organisations work together, there can be more effective and widespread engagement for the community.



CONSULTATION:

Ally Bryant Acting Deputy Chief Executive Officer
 Debra Pianto Lady Shenton Visitors Centre & Community Resource Centre Officer
 Sethen Sheehan-Lee Community Service Officer

STATUTORY ENVIRONMENT:

Nil.

POLICY IMPLICATIONS:

Nil.

FINANCIAL IMPLICATIONS:

Nil.

RISK ASSESSMENT:

Nil

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple Majority.

OFFICER RECOMMENDATION:

That Council receive the Report of Activity for Community Services for the month of July 2020.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
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MOVED:

SECONDED:

Carried /

12.5.1 CHIEF EXECUTIVE OFFICER'S STATUS UPDATE

LOCATION:	Shire of Menzies
APPLICANT:	Shire of Menzies
DOCUMENT REF:	As Applicable
DISCLOSURE OF INTEREST:	Nil
DATE:	21 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT:	Nil

IN BRIEF:

The table below shows progress of Council resolutions and administrative and budget matters.

BACKGROUND:

Status Update – Council Resolutions

MEETING DATE	RESOLUTION NO	RESOLUTION	RESPONSE / OFFICER	TIMEFRAME
	1733	Engage McCleods Barristers and Solicitors to prepare a notice advising the owner Mr Gopel of 85 Suiter Street Menzies, that Council intends to issue a Building Order forcing the removal of the illegally constructed structure built over his caravan within 30 days from the date of the Building Order. The notice prepared by McCleods is to provide Mr Gopel 14 days to make a submission to Council as to why it should not issue the Building Order. If a submission is not received from Mr Gopel or resolution of the issue reached within the 14 days then McCleods Barristers and Solicitors be requested to issue the building Order requiring demolition and removal of the illegally constructed structure built over his caravan at 85 Suiter Street Menzies within 30 days from the date of the Building Order.		November resolution held over for Christmas. Further discussions with Mr. Gopel – did not accept options. Move to resolve to issue letters February 2020 Meeting Letters in progress March 2020 Item recommending Council defer action due to the declared Medical Emergency June 2020 – Letter to be issued via solicitors
	1742	That Council request the CEO to proceed with necessary		For personal reasons, the

		arrangements to cost the installation of a fence and other facilities on the Town Common boundary; liaise with adjoining Station owners for shared costs and prepare a budget amendment to allocate the necessary funds at the appropriate time.	<p>letters to adjoining owners has been delayed.</p> <p>Letters sent to two station owners – one has responded that all, their cattle are to be removed.</p>
	1746	<p>MOVED: Cr Justin Lee SECONDED: Cr Ian Baird</p> <p>1. That Council applies for membership of the Golden Quest Discovery Trail Association;</p> <p>2. That the CEO develop a Draft Tourism Strategy for presentation to Council by June 2020.</p>	<p>It appears that Shire of Menzies is already be a member of the GQDT as a result of name change from the GTNA</p> <p>Part time Project Officer to pursue – may also combine with Northern Goldfields Group</p> <p>Draft Tourism Strategy underway</p>

Administrative and Budgeted Matters

TITLE	COMMENT	EXPECTED COMPLETION
Planning Scheme Review	In progress – May 2018 documents to Council were incomplete and progress was halted	<p>Late 2020</p> <p>March 2020 – Maps were sent to Councillors of the proposed Scheme seeking comments.</p> <p>April 2020 – with the move of Ally Bryant as temporary DCEO, this project is further delayed. It is still 2 years away from being resolved.</p> <p>June 2020 Draft Documents presented to the June 2020 Council Meeting for advertising approval.</p> <p>The Strategy and Scheme have been prepared in draft and was submitted to the Department of Planning Lands and Heritage for consent to advertise in June 2020. The Department of Planning Lands and Heritage requested a number of minor modifications which were made in July 2020 to the satisfaction of the Department of Planning Lands and Heritage officers. The Scheme was sent to the EPA for assessment and the EPA confirmed in early August the Scheme</p>

		<p>is not required to be assessed under Part IV of the Environmental Protection Act.</p> <p>The Department of Planning Lands and Heritage can now consent to the advertisement of the Scheme and Strategy. We are currently awaiting confirmation of advertising timeframes from the Department of Planning Lands and Heritage</p>
Niagara Dam Repairs to sluice valves	Underway	<p>Quotes have been received and budget allocations made to enable progress – currently under water – March 2020</p> <p>April 2020 – a purchase order has been issued but no time yet of the completion of the work.</p> <p>May 2020 – Monadelphous have been asked to slowly release the water in the dam and prepare for carrying on the work – next financial year. June 2020 Report that the valves are frozen and further action to be considered.</p>
Town Dam Project	Underway – dependent on Water Corp processes	<p>Deferred pending advice from consultation process mid-2020.</p> <p>Water Corp have advised against using the dam as a water source due to substantial evaporation and the upkeep costs.</p> <p>Exploring other water storage options.</p> <p>At the 30 July 2020 – Ordinary Council Meeting Council resolved as follows: That Council authorises the Chief Executive Officer to commission a report on the viability of retaining a lease on the Town Dam including assessing the evaporation rate of the water, and a financial comparison to purchasing large volume water tanks and using bore water for Shire purposes.</p> <p>Acting CEO has requested the Shire’s consulting engineer to prepare a report on this matter.</p>
Comet Vale Cemetery Fencing	Quotations are being sought but prices indicate the cost will greatly exceed the budget of \$20,000	<p>Carryover to 2020/2021 The cost is likely to exceed the budget substantially – perhaps as much as \$50,000</p>

		\$50,000 has been included in the 2021 Budget for this purpose.
Housing Capital Works	Houses in Mercer, Onslow and Reid Streets	Quotes are being reviewed – may be considerable savings in in-house completion March 2020 April 2020 – materials are to be purchased prior to June 30. To be completed in-house in June/July 2020
Construction of Truck Bay Ablutions	Tender process to be finalised Underway	Purchase order issued, pad being prepared, and water connection applied for, quotes for leach drains underway – March 2020 April 2020 – building plans being produced – expected completion prior to June 30 June 2020 – Contractor now expects a late July 2020 delivery.
Construction of 3 Bedroom House	Tender process to be finalised	Underway – waiting on building plans to be provided and reviewed. March 2020 April 2020 – contract signed. Completion expected late September 2020
Administration Building – Front Counter	In-house – June 2020	Old counter currently being assessed, measured and replacement timber being sought – Expect completion late June 2020 April 2020 – timber has arrived in Menzies – on the BMO project list as a priority
Goongarrie Cottage Maintenance	Securing of the cottages	Item to Council April 2020 on options April 2020 – sourcing wrought iron to protect the doors and windows after repairs – late August 2020
Risk Management	Underway – will require external support	Mid 2020 April 2020 – ongoing process
Develop Compliance Calendar	Develop an accurate Compliance Calendar for internal and Council information	Underway – completion expected April 2020 April 2020 – being modified and reviewed June 2020 – final review to be carried out. Final review date put back to July/August 2020.
Develop Internal Activity / Processes Calendar	A calendar of internal activities to guide staff	Expect completion May/June 2020 Delayed to July/August 2020
Updating of all Strategic Plans	Preparations underway	Expect completion April/May 2020. Delayed due to travel restrictions – expect completion by June 30

		June 2020 – contractor has not completed the plans - -expect late July 2020
Amendments to the LG Act	Numerous matters are being implemented with many more to come	Depending on when the Act is finalised – late 2020?

Category	Status
Not Started	
In Progress	
Completed	

COMMENT:

Updated monthly. Completed items are removed after the meeting the item is accepted by Council.

CONSULTATION:

As Applicable.

STATUTORY ENVIRONMENT:

Local Government Act 1995 s5.41

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

Not applicable.

RISK ASSESSMENT:

This report will ensure Council is informed about the progress of its resolutions and advising of any reasons for delays.

STRATEGIC IMPLICATIONS:

14.3 Active civic leadership achieved

- Regularly review plans with community consultation on significant decisions affecting the shire.
- Where possible, support opportunities to build the capacity of the community within the Shire of Menzies.
- Regularly monitor and report on the Shire’s activities, budgets, plans and performance.
- Continue to engage with our community, to advocate on behalf of our community, to be accountable and to manage within our governance and legislative framework.
- Continue to participate in regional activities to the benefit of our community.

VOTING REQUIREMENTS:

Simple Majority.

OFFICER RECOMMENDATION TO BE DEBATED AND RESOLVED BY COUNCIL:

That Council accepts the July 2020 Status Update Report.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No. 1904
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MOVED:

SECONDED:

Carried /

12.5.2 POLICY AMMENDMENT – POLICY 6.3 – PERSONAL PROTECTION EQUIPMENT AND UNIFORMS

LOCATION:	Not Applicable
APPLICANT:	Not Applicable
DOCUMENT REF:	Policy Manual
DISCLOSURE OF INTEREST:	Nil
DATE:	19 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT/S:	Policy 6.3

IN BRIEF:

The purpose of this report is to amend Policy 6.3 – Personal Protection Equipment and Uniforms.

BACKGROUND:

Policy 6.3 provides for protective equipment, clothing and uniforms, to be made available for all Shire staff. The Policy was last reaffirmed on 30 August 2018.

COMMENT:

Policy 6.3 is working satisfactory with the exception of Clause 1 – Clothing – Supply of trousers/shorts. Currently two are provided per annum to the outside workers, this is inadequate and a change to four per annum is requested.

CONSULTATION:

Works Supervisor
Work Staff

STATUTORY ENVIRONMENT:

Nil

POLICY IMPLICATIONS:

Policy 6.3 – Personal Protection Equipment and Uniforms

FINANCIAL IMPLICATIONS:

The cost for two additional pairs is \$500 per annum. Funds are available in the current budget.

RISK ASSESSMENT:

Risk Statement	Level of Risk	Risk Mitigation Strategy
Nil	Nil	Nil

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple Majority

OFFICER RECOMMENDATION

That Policy 6.3 be amended to provide for the provision of four (4) pairs of trousers/shorts, per annum.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

Carried /

6.3 Personal Protection Equipment and Uniforms

Introduction	
Objective	
History	Formerly – Policies 5.1, 5.2, 5.13 Replaced – 29 November 2012 Adopted 25 June 2015 Adopted 30 August 2018
Policy Statement	

1. Employees engaged in generally open-air duties, Standard of personal protective equipment, and clothing etc to be issued as follows –

Description	Number issued
Clothing –	
- high visibility (orange/yellow) long sleeve, light weight shirt, sleeves are not rolled up and the shirt must have a collar.	4
- trousers or “long shorts” no higher than 50mm above the knee.	2
- high visibility (orange/yellow) jacket <u>or</u> jumper for cold weather	1
- boots – at least ankle height, with reinforced toe cap	1
Chemical and hazardous substances –	
- breathing masks, gloves, disposable overalls	As required
Sun protection –	
- wide brimmed sun hat	1
- sunglasses	1
- sunscreen applied at least twice daily to all exposed skin	As required
Other –	
- gloves – gardening, welding etc	As required
- safety glasses	As required
- ear plugs	As required
Where reasonable, employee’s personal preferences may be taken into account, with the type of equipment or clothing etc, selected after consultation with employees.	

2. Administrative staff uniforms –

Uniforms – - Councils approved colour scheme is to apply	\$500pa <i>pro-rata</i>
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3. General provisions-

- All shirts, blouses, jackets, jumpers etc to have an approved logo featured prominently –
 - the Shire of Menzies logo
 - the Lake Ballard logo
 - WALGA preferred supplier corporate local government logo
- purchases are to comply with Australian Tax Office requirements

– End of Policy

12.5.3 INTERGRATED STRATEGIC PLANNING FRAMEWORK

LOCATION:	Not Applicable
APPLICANT:	Not Applicable
DOCUMENT REF:	As Applicable
DISCLOSURE OF INTEREST:	Nil
DATE:	20 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT/S:	Yes - Strategic Community Plan and Workforce Plan. - LTFP, Asset Management Plan (Resource Plan)

IN BRIEF:

The purpose of this report is for Council to adopt the draft integrated planning documents listed above.

BACKGROUND:

The Shire's integrated planning framework comprises the following plans.

Strategic Community Plan – identifies the community's main aspirations and priorities for the future and outlines strategies for achieving these goals

Corporate Plan – describes the activities that will be undertaken over the next four years to achieve the agreed short and long term goals and outcomes.

Long Term Financial Plan – details the financial resources needed to enact the corporate plan in the first four years and potential revenues and expenses for the next six years of the plan. This plan serves to inform and resource all aspects of the integrated planning activities as appropriate.

Asset Management – This plan identifies and records the asset register, service level, activities and strategies to ensure the physical assets and infrastructure of the Shire are appropriately managed and maintained over their lifecycle, and appropriately dispose of or replace at the end of that lifecycle.

The 4 Year Corporate Business Plan (CBP) activates the community aspirations that have been identified in the 10 Year Strategic Community Plan (SCP). It sets the strategic priorities that will drive the operation of the local government over the short to medium term, taking consideration of the human resources, assets and financial capacity of the local government. The SCP and CBP are inter-related, as changes in the SCP can impact and require review and adjustment in the CBP.

The CBP ensures the integration of the following informing strategies:

- Long Term Financial Plan;
- Workforce Plan;
- Asset Management Plan;
- Service Plans; and
- Issue Specifics Plans.

The CBP is a living document that is reviewed annually and adjusted according to the minor and major review cycles of the SCP, as well as a result of any performance and internal or external issues that will have an impact in the near future.

COMMENT:

The Corporate Business Plan was reviewed and adopted at the July 2020 Council meeting.

This plan together with the Strategic Community Plan requires review annually, with a major review of the Strategic Community Plan required every few years. Informing Strategies such as the Long-Term Financial Plan, Asset Management Plan and Workforce Plan should be updated annually.

There are no legal requirements for the Council to adopt the LTFP, Asset Management Plan and Workforce Plan, however, it is good practice to do so.

The 4-yearly review of the Strategic Community Plan was due in 2019/2020 however with COVID-19 restrictions this was not possible., A desktop review was undertaken and is now submitted for adoption.

The 4 yearly review is scheduled for mid-September 2020 and will include various forums of public consultation.

CONSULTATION:

The Planning documents were prepared by Moore Australia (formally Moore Stephens) in consultation with Shire staff.

STATUTORY ENVIRONMENT:

Section 5.56 of the Local Government Act 1995 specifies that a local government is to prepare a plan for the future of the district.

Local Government (Administration) Regulations 1996 include:-

DIVISION 3 — PLANNING FOR THE FUTURE

19C. Strategic community plans, (Act s. 5.56)

- (1) A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A strategic community plan for a district is to cover the period specified in the

- plan, which is to be at least 10 financial years.
- (3) A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.
 - (4) A local government is to review the current strategic community plan for its district at least once every 4 years.
 - (5) In making or reviewing a strategic community plan, a local government is to have regard to —
 - (a) the capacity of its current resources and the anticipated capacity of its future resources; and
 - (b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and
 - (c) demographic trends.
 - (6) Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.
 - (7) A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.
- *Absolute majority required.
- (8) If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.
 - (9) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.
 - (10) A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

[Regulation 19C inserted in Gazette 26 Aug 2011 p. 3483-4.] 19DA. Corporate business plans, (Act s. 5.56)

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to —
 - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government’s priorities for dealing with the objectives and aspirations of the community in the district; and
 - (b) govern a local government’s internal business planning by expressing a local government’s priorities by reference to operations that are within the capacity of the local government’s resources; and
 - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- (4) A local government is to review the current corporate business plan for its district every year.

- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
- (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.
*Absolute majority required.
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

There are no financial implications as actions/activities resulting from the plans are subject to funding through the budget process.

RISK ASSESSMENT:

Risk Statement	Level of Risk	Risk Mitigation Strategy
If the Plans are not reviewed, updated and adopted by Council in a timely manner community's aspirations and main priorities may not be achieved.	Medium	Adopt reviewed plans and ensure the 4-yearly review of Strategic Council is completed by 31 October 2020.

STRATEGIC IMPLICATIONS:

14.1 Sustainable local economy encouraged

- A local economy accessing the commercial options and services in place, for timely development.
- The acquisition of appropriate resources to assist with economic and tourism planning and development.

14.3 Active civic leadership achieved

- Regularly review plans with community consultation on significant decisions affecting the shire.
- Where possible, support opportunities to build the capacity of the community within the Shire of Menzies.
- Regularly monitor and report on the Shire's activities, budgets, plans and performance.
- Continue to engage with our community, to advocate on behalf of our community, to be accountable and to manage within our governance and legislative framework.
- Continue to participate in regional activities to the benefit of our community.

VOTING REQUIREMENTS:

Absolute majority for recommendation (1)

Simple majority for recommendation (2)

OFFICER RECOMMENDATION (1):

That the draft Shire of Menzies Strategic Community Plan 2020/2030 be adopted and be advertised for public information.

OFFICER RECOMMENDATION (2):

That the draft:

- Workforce Plan;
- Asset Management Plan; and
- Long Term Financial Plan

be adopted

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

Carried /

Shire of Menzies

Draft Strategic Community Plan

2020 - 2030



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Our Vision:

To be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.

Foreword

We are pleased to present the Shire of Menzies Draft Strategic Community Plan 2020 - 2030. This Plan is part of our continued commitment to maintain our focus to ensure the Shire of Menzies community is 'a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.

The Shire of Menzies community were invited to share their vision, aspirations and objectives for the future of the Shire of Menzies during the initial development of the Strategic Community Plan 2013 - 2023. In early 2020 a community survey was launched, and community workshops advertised as part of the major review of the Strategic Community Plan, however due to the COVID-19 Pandemic this engagement process was postponed.

In the interim and whilst in the current restricted situation, to maintain our strategic direction and focus, the elected members and staff have drawn on their ongoing communications and engagement with our communities to update the Strategic Community Plan.

The Strategic Community Plan will have a major review in conjunction with community consultation, at the earliest opportunity once COVID-19 restrictions are lifted and it is safe for our community.



During this difficult time, we are committed to supporting the Federal and State Government's initiatives to protect the safety of our community. As a local government, we will work in partnership with the community and other key stakeholders, to deliver the outcomes in this Plan, developed to meet the community's aspirations for our district, using the strategies detailed in this Strategic Community Plan.

Over recent years, the Shire of Menzies has undertaken infrastructure developments, which will be of on-going benefit to our resident population, local business and visitors to Menzies. During the development of this Plan, we recognised our progress and identified the need to ensure the Shire has the resource capacity to maintain our infrastructure and continue current levels of services to the community.

Greg Dwyer, Shire President
Pascoe Durtanovich, Acting Chief Executive Officer

Strategic Community Planning

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, being a Strategic Community Plan and Corporate Business Plan. Local governments are required to have regard for these plans when forming their annual budget.

The Strategic Community Plan is Council’s principal 10-year strategy and planning tool, guiding the remainder of the Shire’s strategic planning. Community engagement is central to the Strategic Community Plan.

An essential element of the development process is to enable community members and stakeholders to participate in shaping the future of the community, identifying issues and solutions.

This Plan outlines how the Shire will, over the long term, work towards a bright future for the community, as it seeks to achieve its vision inspired by the community’s aspirations and objectives.

Importantly, plans are only effective if adequate resources are dedicated to ensuring objectives can be delivered.

The Strategic Community Plan strategies are prioritised, and actions applied after assessment of available resources through the development of a Corporate Business Plan. The core components of this Plan include a 4-year delivery program, aligned to the Strategic Community Plan and accompanied by financial projections.

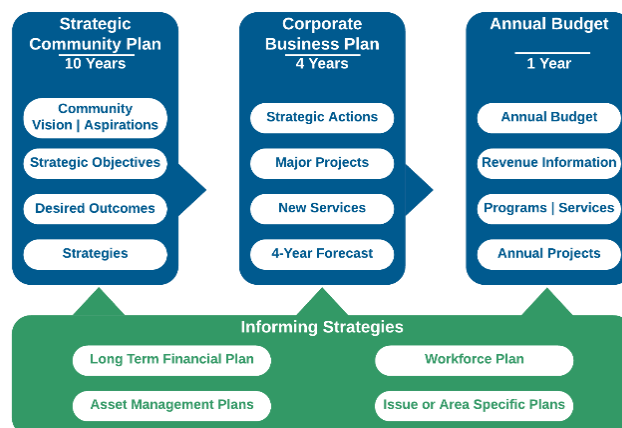
The Shire of Menzies intends to use the Strategic Community Plan in several ways, including:

- Guide Council priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community’s key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire’s future; and
- Provide a framework for monitoring progress against our vision.

Importantly, plans are only effective if adequate resources are dedicated to ensuring they can be delivered.

The strategies are prioritised, and actions applied (after a further assessment of available resources) through the development of a Corporate Business Plan. Strategic performance indicators will be used to report back to the community on the Shire’s performance in achieving the outcomes.

The Integrated Planning Structure



About Menzies

The Shire of Menzies covers 124,110 square kilometres in the Eastern Goldfields of Western Australia, 730kms east of Perth. The Shire’s administration centre is in the townsite of Menzies, a mining and pastoral town.

Menzies, like many towns in Western Australia was born in and boomed during the gold rush days of the 1890’s. The first gold discovery in the Menzies area has been credited to a prospecting party led by James Speakman in 1891.

Menzies was proclaimed a Municipality on the 20 December 1895 and the first Council was elected on 20 January 1896. According to the writings of Warden Owen, it was estimated that in 1896 the population was 10,000, half of whom resided in the town and the other half in the surrounding land.

In the late 1890s and early 1900s Menzies was the administration centre of the North Coolgardie Goldfields. There were some twenty small towns in this area: Davyhurst, Mulline, Mt Ida, Kookynie, Niagara, Yarri, Yerilla and Edjudina to name a few. From around 1905 the gold mining industry experienced a downturn and most of these towns literally disappeared. Menzies has survived but is just a shadow of its former self, and the pub at Kookynie is the only reminder of a once thriving community.

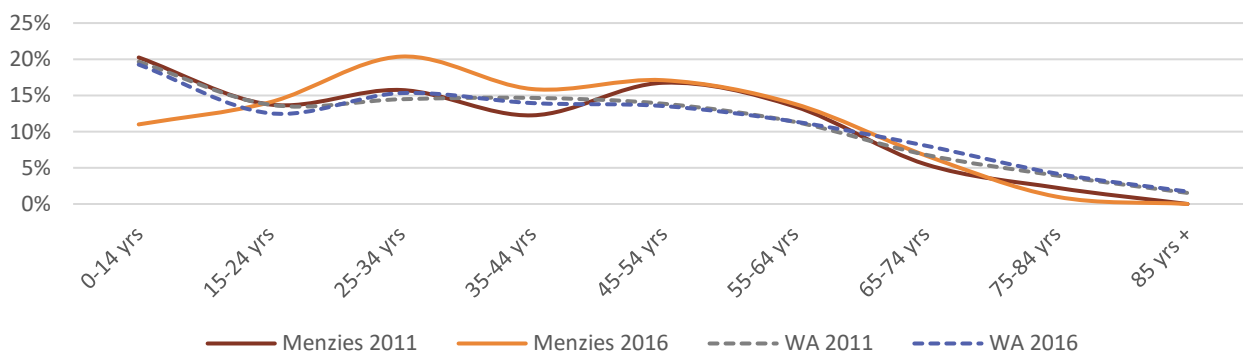
The population by 1910 had fallen below 1,000 and the decline of Menzies had begun. The 1980’s and the 1990’s saw another gold mining revival in Western Australia, and the future looked brighter.

The current community is serviced by ancillary medical services, a local school offering pre-primary to Year 7 and distance education for high school, a community halls and meeting rooms, and recreational facilities. Vital tourist accommodation is provided by a caravan park and two hotels.

In 2016, the Shire of Menzies’s population on the night of the census was 490¹, this is an increase from the 400 estimated population at the time of the 2011 census. A further approximately 150 people live in the Tjuntjuntjara Community near the South Australian border.

The chart below reflects the percentage of the estimated resident population within each age grouping for the Shire of Menzies (represented by the red (2011) and yellow (2016) lines) and Western Australia (represented by the grey (2011) and blue (2016) dotted lines).

In comparison to the Western Australia demographic (reflected by the dotted grey and blue lines), the Shire has a lower proportion of younger residents in the 0-14 and over 65 age ranges. The number of people aged from 15 - 64 years is higher than the State average, mainly due to the high level of mining activity in the region and associated employment.



¹ Australian Bureau of Statistics, Menzies (S) (LGA55390) 2016 Census of Population and Housing, viewed 25 September 2019

Our Community's Voice

The community's input is vital to the strategic planning for the Shire of Menzies. The Shire planned to undertake a detailed engagement project, seeking our community's input in developing the new Strategic Community Plan. Due to the current COVID-19 situation, this engagement has been postponed with the intent to be undertaken as soon as it is safe to do so. Our key focus at the present is ensuring the health and wellbeing of our district.

The Council are committed to maintain our strategic focus and delivery of services for our community. In developing this Draft Strategic Community Plan, our elected members and staff reviewed and considered the community engagement pieces undertaken previously across the organisation, the ongoing conversations with our communities and key stakeholders. Drawing on this knowledge to ensure this Plan is aligned to what our community's desire for the Shire of Menzies.

We also retained the knowledge gained through the extensive community consultation undertaken in 2013, as part of the development of the Strategic Community Plan 2013 - 2023. There have been multiple community engagement projects undertaken since this major engagement. The results of these community engagements were taken into consideration during the review for the Draft Strategic Community Plan early in 2020 and subsequent development of this Draft Strategic Community Plan 2020 - 2030. Further community engagement is planned for later in 2020 to ensure the Strategic Community Plan continues to align with community's aspirations, however as highlighted above, the health and wellbeing of our communities in the current COVID-19 situation is our priority and this engagement program will be planned to occur in a safe manner.

The engagement processes previously undertaken included a key focus on seeking the community's aspirations, vision and objectives for the future and feedback in relation to services and facilities provided by the Shire of Menzies.

The following pages reflect the strategic goals developed based on our communities' expressed aspirations.

Based on community engagement, the Strategic Community Plan sets out the vision for the Shire's future and captures the community's aspirations and values.

A strategic objective has been developed for each of four key themes of community interest, being:

- **Local Economy:** Sustainable local economy encouraged
- **Community:** Maintain a Strong Sense of Community
- **Civic Leadership:** Active Civic Leadership Achieve; and
- **Heritage:** Heritage and Natural Assets Conserved

The tables on the following pages detail the strategies developed to achieve the desired outcomes and the strategic performance indicators to provide a signal of whether the Shire is meeting the objectives and will be monitored and reported.

As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.

The following outcomes and strategies describe at a high level what we will do to meet the priorities and aspirations expressed by our community. Detailed actions for these will be outlined in the Shire's Corporate Business Plan.

Local Economy

The community understands the important role the mining industry plays in the economic prosperity of the district, however identified this does not always extend to support of local small business and community.

There is a desire for further development of local business and industry, encouraging greater employment opportunities, however the community recognise the remote location, transport and the associated high cost of living are critical issues to these operators.

Encouraging interest from tourists to visit and travel through the area is seen as desirable with development of services and infrastructure to cater for these is necessary.

Objective Sustainable local economy encouraged			
Outcome		Strategy	
1.1	Land Development: Adequate land for commercial, industrial and residential purposes	1.1.1	Facilitate land availability for development
		1.1.2	Ensure Town planning scheme is effective
		1.1.3	Encourage industry growth
1.2	Mining Partnership: Working in partnership with the local mining industry to formalise service levels and funding arrangements to deliver mutual benefits	1.2.1	Provide effective transport network
		1.2.2	Work with key stakeholders to formalise service levels and funding arrangements
1.3	Emerging Industries: Collaborate and support local emerging industries such as sandalwood crops and industrial potash production to deliver mutual benefits	1.3.1	Encourage local emerging industries
1.4	Reliable Utilities: Lobby State Government service providers for reliable access to power and water with the capacity to meet future demand	1.4.1	Lobby for reliable and adequate access to utilities
1.5	Safe and Useable Road Network: Provide all seasons access to major roads where practicable	1.5.1	Provide all seasons access to major roads
1.6	Commercial and Industrial Growth: Facilitate Commercial and Service Industry Growth	1.6.1	Facilitate commercial and service industry growth
1.7	Tourism Growth: Promote and develop Menzies as a regional place to visit	1.7.1	Promote and develop Menzies as a regional place to visit

Measuring our progress

Indicator	Target
Council facility local business visitors	Increase in number of visitors
Alternate energy sources available	Maintain increase connections to Council facilities
Development building approvals	Increase in applications and approvals

Community

The community highly values their heritage and the sense of home, family and community. There is a strong desire to protect and retain the heritage and traditions of the area and increase awareness of this history both to residents and visitors.

Core services and facilities are essential and acknowledged need to continue to develop community leadership and promote opportunities for involvement in community and volunteer groups and activities to build a stronger community.

Objective		Maintain a strong sense of community	
Outcome		Strategy	
2.1	Health and Wellbeing: Ensure community health and wellbeing by: managing cactus, domestic animals and stray stock; adequate access to health services; appropriate power, water, sanitation and septic infrastructure	2.1.1	Support pest and weed control within the district
		2.1.2	Seek adequate medical and health services
		2.1.3	Ensure appropriate power, water, sanitation and septic infrastructure
2.2	Essential Services: Adequate and appropriate essential services are available. Continue to recognize and support volunteers: encourage community initiatives; provide opportunities to acknowledge the valuable contribution of volunteers	2.2.1	Support provision of emergency services and encourage community volunteers
2.3	Recreational Facilities: Logical and affordable recreation facilities	2.3.1	Maintain and enhance recreation facilities
2.4	Connected Community: Strengthen community cohesiveness and participation. Continue to develop the main street in Menzies. Encourage large scale events that celebrate local life and attract visitors. Continue to provide facilities for visiting services, community members and visitors, such as a Community Resource Centre	2.4.1	Actively promote and support community events and activities within the district
		2.4.2	Community services and infrastructure meeting the needs of the district
2.5	Community Needs and Services: Ensure access to quality services to meet changing needs within the community	2.5.1	Facilitate community safety, security and well being
2.6	Quality Built Environment: Logical and affordable upgrades and maintenance of infrastructure and assets	2.6.1	Ongoing assessment of services and infrastructure
2.7	Increased Capacity and Accommodation Choices: Construction of a variety of new housing. Provision of caravan and camping facilities	2.7.1	Support the community to address housing issues as well as enhancing and maintaining local attractions and associated infrastructure
2.8	Community Identity: Maintain effective representation of the local community's identity: continue to develop the main street in Menzies; increase communication and tourism signage throughout the Shire; review Shire logo and promotional materials	2.8.1	Effective representation of the local community identity

Measuring our progress

Indicator	Target
Local volunteer base	Maintain Increase
Community activities events	Maintain Increase
Partnerships with private and public bodies	Maintain Increase

Civic Leadership

The community would like the Shire to continue to service the needs of the district. This Strategic Community Plan will provide the mechanism to ensure services delivered are aligned to community's expectations.

The Council is committed to strategic forward thinking and strong representation providing good leadership. The Shire will proactively communicate and acknowledge local feedback to ensure the services delivered are representative of the community's needs.

In addition to focusing on continually improving the quality of service, the Shire will work to leverage partnerships and have greater collaboration, including regional collaboration. Efforts will be maximized to advocate and lobby for funding, resources and better services and attract investment.

Objective Active Civic Leadership Achieved			
Outcome		Strategy	
3.1	Sustainability: Improve the sustainability of the Shire of Menzies	3.1.1	Provide strategic leadership
3.2	Continued use of the Regional Records Facility whilst preparing for the return of Shire records to Menzies Lady Shenton Building record storage; implementation of standard internal record keeping	3.2.1	Maintain a high level of corporate governance, responsibility and accountability
3.3	Reliable Emergency Services: Support local Bushfire Brigades and St Johns Ambulance Sub-Centre	3.3.1	Advocate and actively support emergency management and services
3.4	Sustainable Shire Workforce: Develop workforce capability to retain and attract the right people to do the work	3.4.1	Maintain organisational policies and strategies for the attraction and retention of quality employees
3.5	Sustainable Resource Management: Ensure resources are managed effectively. Prepare timely accurate reports on the Shire's activities, budgets, plans and performance	3.5.1	Sustainable Resource Management: Ensure resources are managed effectively. Prepare timely accurate reports on the Shire's activities, budgets, plans and performance
3.6	Council and Community Leadership: Provide leadership and advocacy on behalf of the community	3.6.1	Provide leadership to the community, staff and wider region
3.7	Community Engagement: Continue to engage in effective communication and collaboration with community members. Shire representatives involved in local initiatives with community groups. Review plans with community consultation in alignment with community engagement policy	3.7.1	Effective communication and engagement with community
		3.7.2	Promote and advocate for the community and district

Measuring our progress

Indicator	Target
Elected members representation	Maintain participation on boards and committees
Strategic plans and reports	Maintain currency
Statutory financial ratios	Maintain healthy ratios

Heritage

The community values its location and precious heritage and is committed to help protect these into the future. The heritage buildings and community facilities were identified as important to retain.

Maintaining a welcoming look and streetscape of the town is viewed as highly desirable, whilst recognising this needs to be a joint endeavour. Opportunities to improve the built environment exist, increasing amenities within the townsite and at natural attractions.

Objective Heritage and Natural Assets Conserved			
Outcome		Strategy	
4.1	Natural Environment Conserved: Protect and preserve natural environment	4.1.1	Protect and preserve our natural environment
4.2	“Inside Australia” and Lake Ballard Protected: Manage and maintain the Lake Ballard Reserve	4.2.1	Manage and maintain the Lake Ballard Reserve
4.3	Niagara Dam Protected: Manage and maintain the Niagara Dam and camping area where practicable	4.3.1	Manage and maintain the Niagara Dam and camping area
4.4	Sculptures in Town to Attract and Inform: Increase the number and maintain sculptures in Menzies and Kookynie	4.4.1	Enhance and maintain local attractions and infrastructure
4.5	Preservation of Indigenous Culture and Heritage: Work with Menzies Aboriginal Corporation and Tjuntjuntjara community to appropriately preserve indigenous culture and heritage	4.5.1	Preserve our culture and heritage
4.6	Built Environment Preserved: Restore and maintain historical buildings and places as financially able	4.6.1	Maintain our heritage assets

Measuring our progress

Indicator	Target
Statutory asset management ratios	Improve Maintain healthy ratios
Infrastructure maintenance and renewal	In line with budget

Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Menzies.

Services Facilities Support	Strategy
Customer service	3.6.1
Community consultation engagement	3.7.1
Strategic planning	3.1.1
Town planning	1.1.2
Economic development	1.1.3 1.3.1 1.6.1
Lake Ballard Reserve	4.2.1
Tourism management	1.7.1 2.4.2
Event management	2.4.1
Emergency services fire control	2.2.1 3.3.1
Ranger services	2.1.3
Natural resource management	4.1.1
Rubbish kerbside collection	2.1.3
Building control	2.1.3
Health administration inspection	2.1.3
Parks gardens reserves	2.4.1 2.4.2
Town beautification landscaping	2.4.1 2.8.1
Sport recreation facilities	2.3.1
Council buildings heritage assets	4.6.1
Caravan park	2.7.1
Airstrip	2.6.1
Library library services Post office	2.4.2 2.5.1
Visitor Centre Community Resource Centre	1.7.1
Cemetery management	2.6.1
Roads infrastructure	1.2.1, 1.5.1
Street lighting	1.4.1
Public toilets	1.7.1
Waste management facility	2.1.3
Medical health services	2.1.2 2.5.1
Youth services	2.4.2
Aged disabled services	2.4.2
Indigenous relations	1.2.2 4.5.1
Support for volunteers	3.3.1

Resource Capacity

This Strategic Community Plan was developed with an understanding of the Shire's current resource capacity, including financial, workforce and asset resources. Whilst future resource capacity is not currently known, expected future resource capacity was considered in the development of this Strategic Community Plan.

At 30 June 2019, the Shire had the following estimated current resource profile. Future resource capacity is partially dependent on other levels of government, however the following long term trends expected in each resource level are provided in the table below.

Resource	At 30 June 2019 ²	Expected Future Trend
Workforce	21 FTE	Stable
Infrastructure	\$117.3m	Stable
Property, Plant and Equipment	\$9.4m	Stable
Cash Backed Reserves	\$8.5m	Stable
Borrowings	\$0m	Stable
Annual Rates Revenue	\$3.1m	Stable
Annual Revenue	\$6.8m	Stable
Annual Expenditure	\$6.1m	Stable

Review and further development of Asset Management Plans, the Workforce Plan and Long Term Financial Plan will influence expected future resource levels for consideration during Corporate Business Planning and Annual Budget processes.

² Shire of Menzies 2018-19 Annual Financial Statements

Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Menzies operates, relative to risk, to understand the environment in which the Shire seeks to achieve its strategic objectives. The factors identified and considered during the preparation of this Plan are:

External Factors

- Increasing community expectations in relation to service levels and service delivery
- Demand for resourcing due to potential expansion in service delivery
- Rapid changes in information technology changing the service delivery environment
- Increased compliance requirements due to Government Policy and Legislation
- Cost shifting by Federal and State Governments
- Reducing external funding for infrastructure and operations
- Changes in mining and pastoral practices and the associated social impacts
- Climate change and subsequent response
- COVID-19 Pandemic

Internal Factors

- The objectives and strategies contained in the Council's current Strategic Community Plan
- The timing and actions contained in the Council's Corporate Business Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- The financial capacity of the Shire
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records

References and Acknowledgement

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan:

- Shire of Menzies Draft Strategic Community Plan 2020 – 2030;
- Council website: www.menzies.wa.gov.au;
- Shire of Menzies Corporate Business Plan 2019-2023; and
- Shire of Menzies Draft Strategic Resource Plan 2020 – 2035.

Prepared with the assistance of:

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Disclaimer

This Plan has been prepared for the exclusive use of the Shire of Menzies.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Menzies, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Menzies.

This Plan is supplied in good faith for public information purposes and the Shire accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

Document Management

Version	2020 – 2024 V1
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Date of Adoption	

Shire of Menzies

Workforce Plan 2020 - 2024



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Vision:

To be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.

1. Introduction

We are pleased to present the Shire of Menzies Workforce Plan 2020 - 2024. The Plan assists the Shire to respond to its workforce challenges in a strategic way as we work with the community to build a sustainable future and a capable workforce.

The Shire's Strategic Community Plan and Corporate Business Plan outline the community's hopes and aspirations and the Workforce Plan plays an important part as we seek to ensure the Shire has the right people, in the right place, at the right time, to meet the needs of our community.

The Shire faces a range of workforce challenges and opportunities with a diverse mix of demographics in the workplace. With 33% of our workforce under 35 years and with such a small local population, there is pressure on the organisation to develop this group of employees.



We also have a significant number of mature employees (over 55 years) whose knowledge, experience and expertise are essential to our capacity to service the community. Overall, the Shire seeks to maximise employment opportunities for local residents whilst meeting the needs of employees at the various stages of their careers and working life.

The Shire continues on its journey to meet the changing service demands of its community. The Shire must acquire the personnel to meet the increasing demands of implementing, monitoring and reporting risk management, accountability, and increased service provision being devolved from State governments. A skilled, flexible and productive workforce across the organisation is required to deliver the Shire's Strategic Community Plan objectives. It also requires us to build a culture of innovation and continual improvement to make it happen.

Pascoe Durtanovich
Acting Chief Executive Officer

2. Integrated Planning Framework

2.1 What is workforce planning?

Workforce planning is a process of analysis to ensure the Shire has the right people, in the right place, at the right time to achieve the objectives set out in the Shire's Strategic Community Plan.

Workforce planning assists management to anticipate change, identify the important issues driving workforce activity and implement the strategies to support positive workforce development and strategic outcomes.

2.2 Key principles of workforce planning

- Building workforce strategies aligned to and supporting the Shire's strategic direction and values;
- Ensuring the workforce planning process is part of the Shire's Integrated Planning Process;
- Actively involve managers and employees in developing, communicating and implementing the workforce strategies;
- Utilising a risk management approach to workforce planning and identifying 'mission critical' areas of operations;
- Establishing effective implementation processes to ensure the successful execution of core strategies; and
- Continually monitoring and evaluating the progress towards implementing the workforce strategies and measuring its contribution towards meeting the Shire's strategic goals.

2.3 Integration with the Integrated Planning and Reporting Framework

Workforce planning responds to the requirements under the State Integrated Planning and Reporting Framework which is a planning obligation on all local governments in Western Australia. The four elements of the framework are:

- Strategic Community Planning;
- Corporate Business Planning;
- Budgeting; and
- Reporting.

The Shire has developed a Strategic Community Plan and Corporate Business Plan with these plans informed and supported by a Strategic Resource Plan (incorporating long term financial and asset management planning) along with this Workforce Plan.

3. Shire of Menzies Analysis

3.1 Shire of Menzies Demographics

The Shire of Menzies is situated within the Northern Goldfields region of Western Australia, covering an area of 124,110 km², with the town of Menzies located 730 km northeast of Perth and is a service centre for the mining, exploration and the pastoral industry.

In addition to the town of Menzies, the Shire is home to the Tjuntjuntjara Community near the South Australian border

The Shire hosts gold, nickel, lead, uranium, and iron ore mining companies. The pastoral sector is the primary form of agricultural within the Shire. Other business areas include construction, retail, accommodation and food services and transport.

Menzies has a highly transient population, primarily due to its remoteness. The Shire also has a large population of fly-in-fly-out mining employees. Town facilities include recreation facilities, hotel/small shop, and cafe.

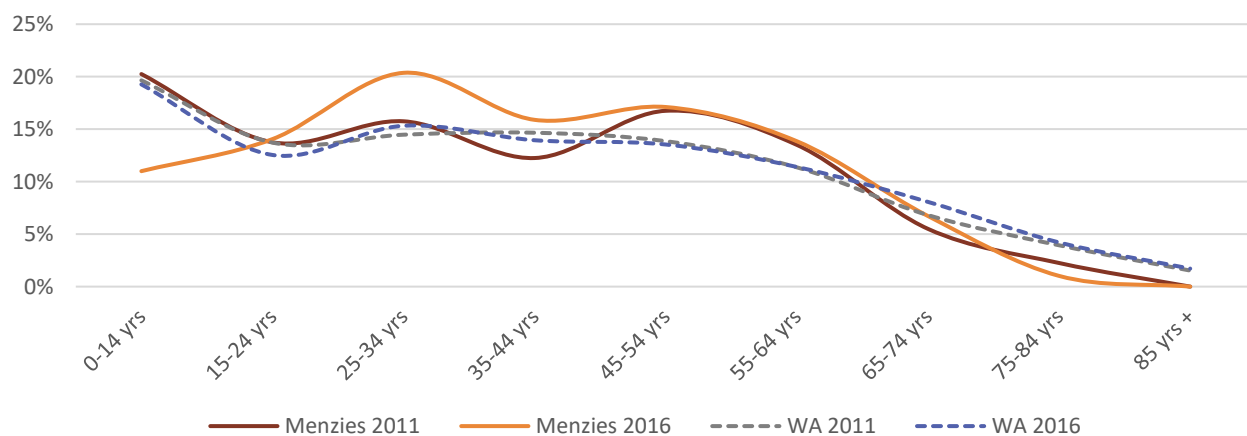
3.2 Population distribution

In 2016, the Shire of Menzies' population on the night of the census was 490¹, this is an increase from the 400 estimated population at the time of the 2011 census. Additionally, approximately 150 people also live in the Tjuntjuntjara Community near the South Australian border.

The chart below reflects the percentage of the estimated resident population within each age grouping for the Shire of Menzies (represented by the red (2011) and yellow (2016) lines) and Western Australia (represented by the grey (2011) and blue (2016) dotted lines).

In comparison to the Western Australia demographic (reflected by the dotted grey and blue lines), the Shire has a lower proportion of younger residents in the 0-14 and over 65 age ranges. The number of people aged from 15 - 64 years is higher than the State average, mainly due to the high level of mining activity in the region and associated employment.

Percentage of Population by Age¹



¹ Australian Bureau of Statistics, Menzies (S) (LGA55390) 2016 Census of Population and Housing, viewed 25 September 2019

3. Shire of Menzies Analysis (continued)

3.3 The External Environment

There are a range of external trends and challenges that influence and determine the key strategies developed in this Workforce Plan. These key trends include:

Socio Demographic Trends

- A multi-generational workforce, each with their own needs, aspirations, and expectations;
- High percentage of 25-34 year old's within the Shire; and
- Greater work/life balance expectations.

Competition

- Projected talent and skill shortage; and
- Demand for mining workforce competing for talent.

Economic

- Cost of living and inflationary pressures within WA; and
- Global and national economic uncertainty resulting in a reducing availability of external grants and contributions.

Political

- The implementation of initiatives in relation to the Integrated and Reporting Framework may require additional local resources as well as new capabilities; and
- Increasing expectation in relation to corporate governance standards and transparency of decision making, bringing with it a range of workforce considerations.

Technology

- The pace of change and emerging technology trends present local governments with both challenges and opportunities in managing information, delivering services, improving processes and decision making;
- Technology provides a range of tools to assist workforce management including communicating with employees, e-learning, employee monitoring and connecting employees across locations; and
- Trends such as social media, cloud based applications, robotic automation will be of particular importance and application in the future.

Industry

- There is an increasing lack of sustainability in financing renewal of assets, with ageing community infrastructure playing a major role. There is a heavy reliance on state or federal funding; and
- Significant cost shifting from other levels of government to the local level without the associated resources.

Customers

- Many customers are becoming better informed and assertive about their rights.

3. Shire of Menzies Analysis (continued)

3.4 The External Labour Market

The external labour market demand indicates difficulties in attracting and retaining staff in key occupations due mainly to continuing labour demand in the Mining, Construction and Professional Services, Scientific and Technical Service, Public Service, Community and Health Sectors. This is based on the Occupations in High and Medium Demand research around industry critical occupations; areas of high growth forecasts in the WA State Priorities Occupation List 2017² produced by the Department of Training & Workforce Development.

Some of the specific positions that are regarded as being in high demand, which may impact the Shire in regards recruitment and retention include:

- Chief executive;
- Environmental health officer;
- Accountant / finance manager; and
- Engineers.

It is noted that the external market is somewhat volatile due to changing economic conditions in the mining, manufacturing and construction industries.

The Shire identified the following skills as challenging to source, and if the current shared services with the Northern Goldfields Collaborative Group for Environmental Health and Building services are unavailable:

- Accounting;
- Plant operators;
- Combined Environmental health professionals and building surveying (currently stable with contracted shared service)
- Rangers. (stable while current contract service available)
- Governance
- Finance

3.5 Shire of Menzies Internal Operating Environment Service Delivery

The Shire provides a number of services to the community as listed below, including collaborative services with the Shire's of Laverton, Leonora, Wiluna and Ngaanyatjarraku, for the mutual benefit of our communities:

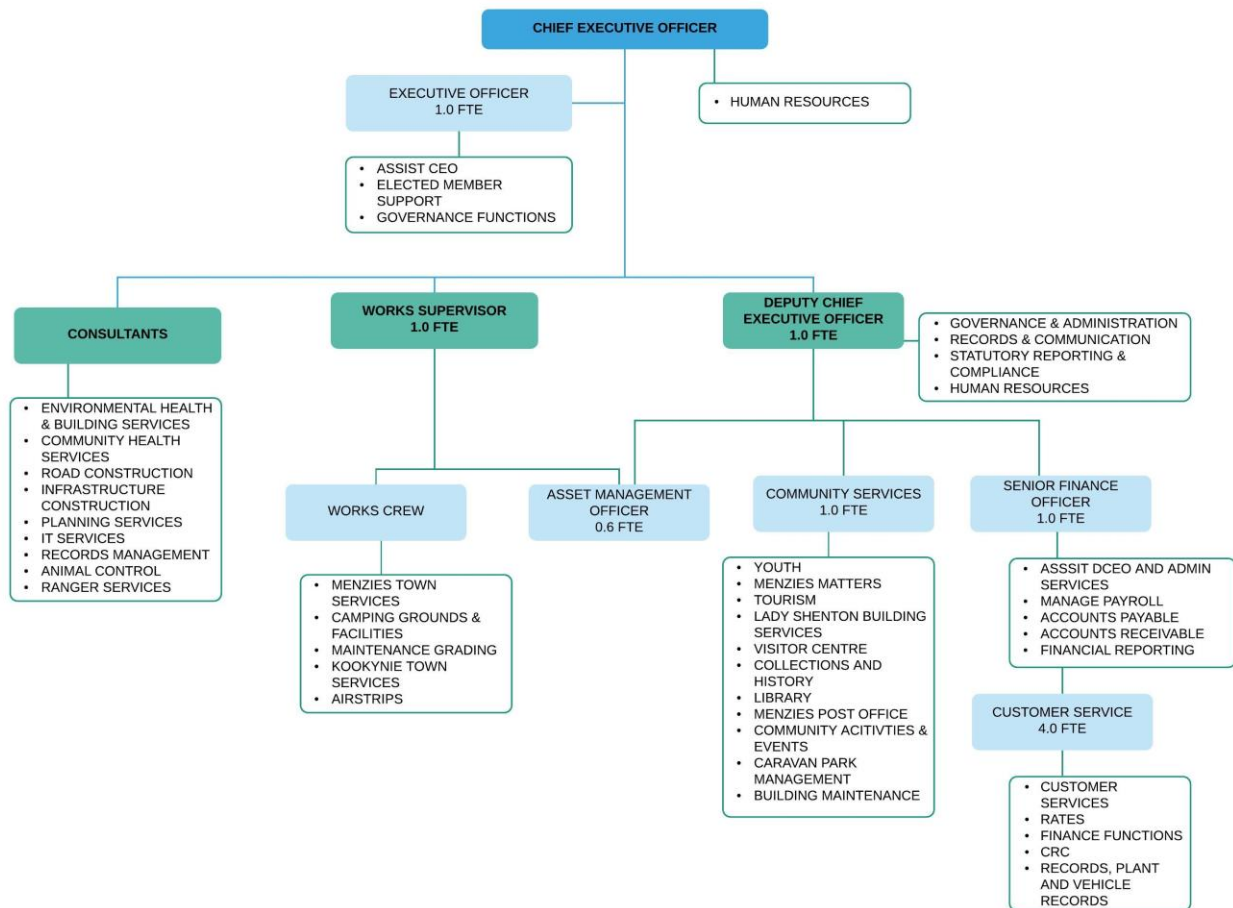
- Co-ordination of Council activities and functions;
- Co-ordination of management functions;
- Liaison with Government and Ministerial offices;
- Corporate | strategic planning;
- Business | economic development;
- Statutory compliance;
- Executive support to Council;
- Special projects;
- Financial administration;
- Human resources | occupational health | safety;
- Information | communication;
- Community development (inc. youth services);
- Library | information services;
- Procurement;
- Asset management
- Sport | recreation;
- Caravan park;
- Support for volunteers;
- Information | tourism services | CRC; and
- Event support.
- Roads | streets;
- Shire buildings maintenance | heritage assets;
- Parks | gardens | reserves;
- Cleaning;
- Ranger services;
- Emergency services;
- Cemetery;
- Health administration | inspection services;
- Building | planning services; and
- Private works.

² Department of Training & Workforce Development: SPOL year: 2017
www2.dtwd.wa.gov.au/apps/spol/Pages/default.aspx

3. Shire of Menzies Analysis (continued)

3.6 Organisation Structure

The organisational structure is a dynamic process and needs to be developed in accordance with changing priorities and considering the difficulty in attracting and retaining suitably qualified employees to the Shire.



3. Shire of Menzies Analysis (continued)

3.7 Workforce profile

Information	Shire of Menzies - as at 31 March 2020
Number of employees	20 ³
Full time equivalent employees	16.46
Gender	47% female 53% male
Total annual salaries and wages	\$1.5m
Employment type	There is a range of full time, part time, fixed term contract and casual staff employed
Annual/LSL liability ⁴	Current \$140,097 Non-Current \$81,266
Awards and Agreements	Local Government Officers (Western Australia) Interim Award 2011
Age profile	The average age of current employees is 48.4 years
Years of Service	The average length of service is 3.4 years

³ Includes 1 employee on Contract through LOGO Appointments

⁴ Shire of Menzies 2018-19 Annual Financial Statements

3. Shire of Menzies Analysis (continued)

3.8 Workforce Demographics

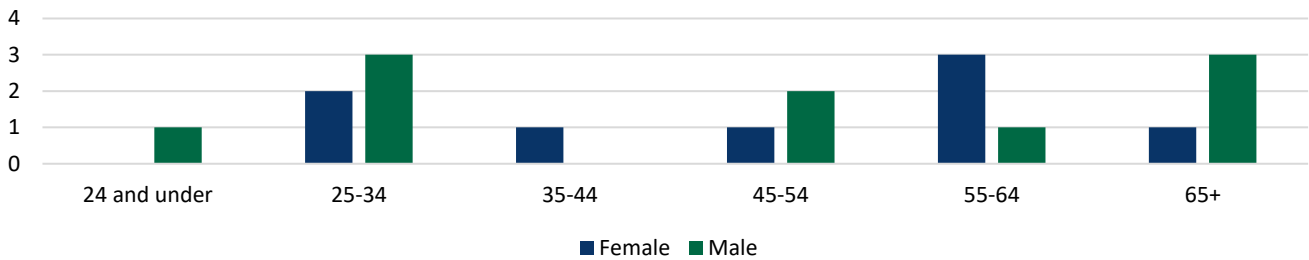
This section contains an analysis of some key workforce metrics such as age, gender and terminations. Included in this analysis are full time, part time and casual staff as well as those on leave, including long service and maternity leave, however contractors, agency staff and group apprentices are excluded.

There is a good workforce gender balance with the composition at March 2020 including 47% female and 53% male. As indicated above, this composition includes full time, part time and casual staff.

A considerable proportion (33%) of employees are under 35 years of age. Attracting and retaining younger employees is an important challenge as this cohort are often a source of innovation as well as representing the talent pool for the future.

There is currently one employees aged 35-44 years and with 44% of employees over 55, there are potential issues relating to knowledge retention and business continuity should these staff, often with years of experience, exit the organisation at short notice. Strategies to address this issue include identifying and training potential successors for business critical jobs. There is also potential to develop a range of strategies to continue to retain mature workers within the Shire (e.g. flexible work arrangements, transition to retirement, etc.).

Age Distribution of Total Organisation



3. Shire of Menzies Analysis (continued)

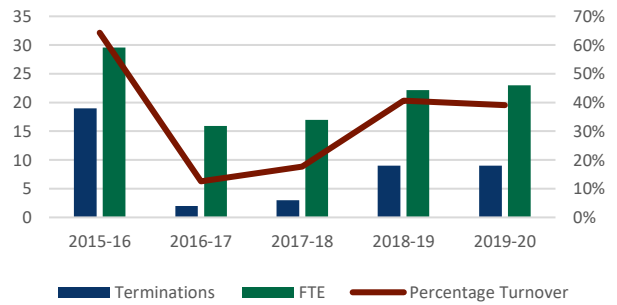
3.8 Workforce Demographics (continued)

Termination Rates

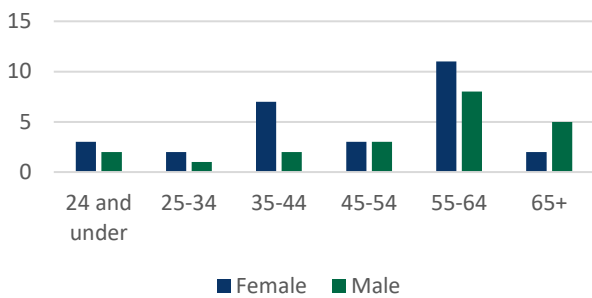
Below are graphs showing the exit rates for the Shire of Menzies by age and length of service for the period 2015-16 to 2019-20. These need to be considered in the context of the size of the workforce and overall length of service. Over this period the average annual turnover rate is 34%, this does not include fixed term contract and casual employees.

In light of the remote location and size of the workforce this rate is not considered to be of concern. Ongoing monitoring of this rate will assist the organisation with future planning.

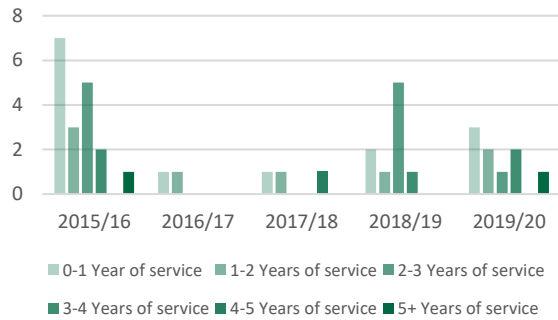
Turnover Rate



Termination Rates by Age and Gender



Termination Rates by Years of Service



4. Strategic Community Plan Workforce Implications

4.1 Overview

This section addresses:

- The Strategic Community Plan and Corporate Business Plan;
- Key risk areas;
- Future workforce demand and requirements; and
- Workforce Supply Demand Analysis.

4.2 Strategic Community Plan and Corporate Business Plan

The Shire planned to undertake a detailed engagement project, seeking our community's input in developing the new Strategic Community Plan. Due to the current COVID-19 situation, this engagement has been postponed with the intent to be undertaken as soon as it is safe to do so, with further community engagement planned for later in 2020 to ensure the Strategic Community Plan continues to align with community's aspirations. The health and wellbeing of our communities in the current COVID-19 situation is our priority and this engagement program will be scheduled when the level of engagement we seek to achieve can be safely conducted. A summary of priorities over the next four years (generated from the Strategic Community Plan) were incorporated into the Shire's Corporate Business Plan.

The Workforce Plan is part of a broader integrated planning framework aimed at achieving the Shire's Vision as identified in the Strategic Community Plan; 'To be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.'

This Plan is being driven by four key objectives:

- **Local Economy:** Sustainable local economy encouraged
- **Community:** Maintain a Strong Sense of Community
- **Civic Leadership:** Active Civic Leadership Achieved.
- **Heritage:** Heritage and Natural Assets Conserved

There are a range of challenges impacting on the Shire and potential strategic shifts in business operations that may occur that will directly impact the way services are delivered and resourced.

4. Strategic Community Plan Workforce Implications (continued)

4.3 Redefining Core Business and Methods of Service Delivery

Over a number of years, the Shire has been subject to a considerable increase in the number of core and non-core services it is required to deliver. This increase has occurred through a variety of means including natural growth, higher ratepayer expectations and significant cost shifting to local government. Not only has this placed pressure on current resources to deliver existing services, it further limits the opportunity to focus resources on emerging areas of strategic importance such as community development, economic development and increasing an advocacy and strategic leadership and facilitation role.

As part of the overall planning process, elected members and the executive have redefined the range of core and non-core areas that form the basis of its delivery of its services to its Community. They have also identified core and non-core services that potentially could be:

- Outsourced to an external provider;
- Insourced from other Shires; and
- Open to collaborative opportunities with other Shires to provide services on one another's behalf.

The above strategic issues have significant implications for workforce planning including:

- Reallocation of resources as collaborative, insourcing and outsourcing arrangements are identified and acted upon;
- New or enhanced skill requirements to operate in a more collaborative manner, manage projects and contracts in future insourced or outsourced delivery models; and
- Management of staff during associated change processes.

4.4 Key Risk Areas

An analysis of the current workforce identified eight relevant risks areas. These risks have been assessed using the risk based approach as set out in Appendix A. A scoring system, aligned to the Shire's risk management strategy, was used to determine a risk category of extreme, high, moderate, low or very low.

The risk events are scored according to their likelihood, and consequence and risk mitigation strategic actions have been developed.

The result of the assessment is presented in the table on the following page with the last column being cross referenced to the primary mitigation strategies set out in Section 5.9 of the Plan.

4. Strategic Community Plan Workforce Implications (continued)

4.5 Workforce Risk Assessment

Risk Issues	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequences	Risk Category ⁵	Cross Ref: Section 5.9 Workforce Strategies and Objectives
Knowledge loss due to staff turnover	Likely	Minor	Major	Major	High	2.3.1 3.4.1 4.2.1
Physical and financial constraints limit staff numbers	Likely	Minor	Major	Major	High	1.1.1 1.2.1 4.2.1
Sudden unplanned loss of a high number of key staff	Possible	Major	Major	Major	Moderate	3.4.1 4.2.1
Organisational capacity insufficient to meet future needs	Possible	Major	Major	Major	Moderate	1.1.1 2.2.1 4.1.1 4.2.1
High staff turnover due to organisational cultural issues	Possible	Major	Major	Major	Moderate	2.1.1 2.2.1 2.3.1
Selection, recruitment and training costs increase	Possible	Insignificant	Minor	Minor	Moderate	1.2.1 1.4.1 1.5.1 3.2.1
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Low	1.3.1 3.1.1 3.2.1
Long leave absences of key staff due to large accrued leave entitlement	Unlikely	Minor	Minor	Minor	Low	3.4.1 4.1.1 4.2.1

⁵ Appendix A – Risk Assessment Methodology

5. Strategies to Meet Future Workforce Needs

5.1 Workforce Supply Demand Analysis

Corporate and Community Services

In meeting future challenges, the Shire continually reviews its core functions in terms of potential outsourcing, insourcing and collaborations.

The initiatives identified below will have an impact upon the corporate and community services section, in terms of:

- Reviewing internal processes and procedures with the goal of gaining greater transactional efficiencies and strengthening governance practices; and
- Providing strong integrated planning and reporting outcomes and operational advice to the Elected Members and the executive.

The Shire currently participates in a regional collaborative group with the Shire's of Laverton, Leonora and Wiluna for the provision of a range of statutory compliance services to assist with the increasing levels of compliance requirements being placed on local governments.

Community services are predicted to see a continuation of high demand for services and consideration will need to be given to maintaining current resources in light of this demand.

The staffing resource for executive services remains relatively unchanged over the term of the Plan, with no forecast increases or decreases. However, the high level of elected member and governance support should be noted as these compliance requirements heavily impact the delivery of other services.

Technical Services

Infrastructure services are stable, although of note due to the remote location, attracting and retaining employees in this area is an ongoing challenge. Required resource capacity is forecast to be adequately maintained at current levels. However, it is important to note attracting and retaining staff with the limited housing available is challenging. To assist in retaining and attracting staff, the Shire recognises the need to increase suitable accommodation facilities for employees.

5.2 Workforce Profile

43% of the workforce are over 55 years of age. Whilst this figure is not as high as some local governments, it highlights a significant knowledge leakage risk if mature workers exit or retire.

Relevant workforce strategies to consider include establishing systems to capture and retain corporate knowledge and the establishment of flexible work arrangements to retain older workers.

The small percentage of young employees (i.e. 5% are under 24 years) may limit the Shire's future replacement workforce pool. A lack of young staff can also impact on innovation that comes along with a different perspectives and fresh ideas. Workforce strategies to consider include providing interesting and challenging work, mentoring and accelerated development.

The 25 to 54 year old age groups represent 52% of the workforce which offers a good source of long term talent. However, if there is a significant turnover of staff in this age group, retention issues associated with this group may need to be addressed. Workforce strategies to be considered include more flexible work arrangements, mid-career development for employees who may have plateaued and the provision of interesting and challenging assignments.

5. Strategies to Meet Future Workforce Needs (Continued)

5.3 Strategic Shifts

There has been a significant shift over the last few years in the delivery of core and non-core business of Local Government, due to federal and state government cost shifting and this is being evidenced within the Shire.

As part of the workforce planning process, the Shire has redefined its core and non-core services.

Whilst the core businesses of the Shire still take precedence as a fundamental service delivery priority, there has been growth in what has been considered non-core services such as community development, economic development and tourism. These changes bring with them a significant shift in the role of the Shire - a more facilitative, advocacy, project manager role than a “doer” or direct deliverer of services.

This will have significant implications for the Shire in the mid-term. It may result in new or changing job roles, skills and additional allocation of resources to meet some of the changing requirements. Some of the emerging capability requirements will be in areas such as project management, economic development, community development, asset managers and specialized planning.

5.4 Service Delivery Models

Along with the business shifts and growth opportunities identified in the Strategic Community Plan, there is a significant need and opportunity for the Shire to analyse how it delivers services to add to efficiency and effectiveness. This may include the review and updating of processes for greater efficiency, automating, considering alternative delivery models and collaborative approaches. This will have significant implications for the corporate and community services area as they will be required to drive these processes. It will also impact on infrastructure services that have a significant number of projects to deliver.

Some of the strategies to be considered include systematically reviewing job roles and functions to gain greater efficiencies and effectiveness, realigning resources and redesigning jobs and delivery structures.

5.5 Succession Management

Currently, succession planning is managed by developing multi-skilled employees to ensure in the event of sudden loss of staff, key positions are covered to limit service delivery impact. Some succession gaps are evident, and a formal succession management process is not currently active. Permanent on the job training and skills development of young staff is required to cover the succession of senior operational staff.

5.6 Developing Young Local Talent

It is difficult to source and retain local talent as there is little desire for young people to remain in the Shire, with gaps often filled by retired or semi-retired people in the short term. Workforce strategies to attract this younger demographic include, seeking young talent regionally, adopting practices to ensure multi-skilling and workplace development opportunities for young workers, attractive remuneration, flexible working conditions and ensuring a dynamic work environment along with further development of practices with a focus on attracting and retaining young workers over the long term.

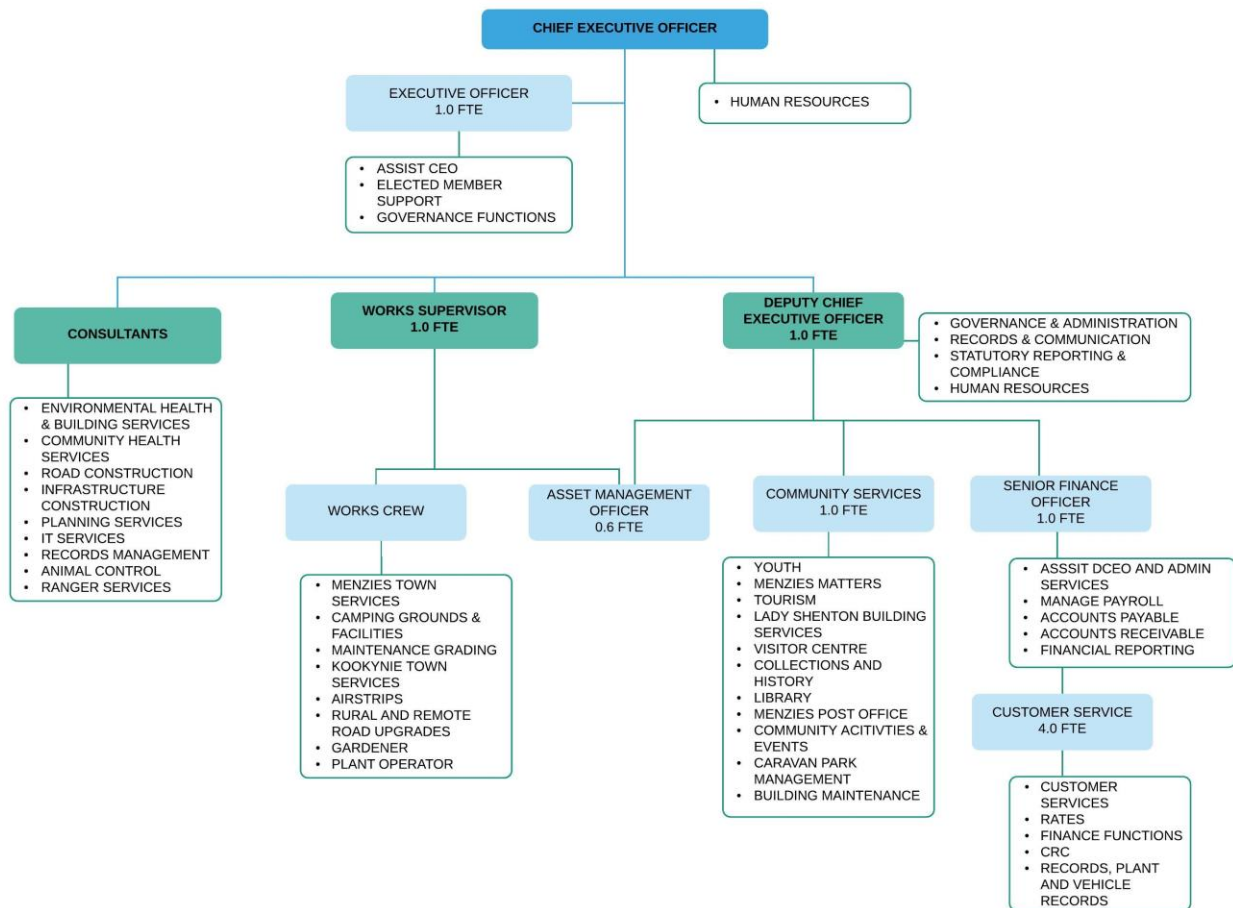
5.7 Housing and Other Incentives

The Shire currently offers subsidised accommodation for some employees. Location allowance as per the award, loyalty allowance as per Council’s strategy and additional superannuation are also provided. There is potential for allowing an allocation for employees travel time for annual leave trips due to the remote location. A relocation allowance is available for certain positions and is negotiated through the recruitment process. Whilst the Shire is committed to provide these incentives, the challenges in maintaining them should be considered due to the lack of suitable housing available within the Shire.

5. Strategies to Meet Future Workforce Needs (Continued)

5.8 Projected Organisation Structure

As detailed above, future service delivery levels and requirements have been considered and the following organisation structure is forecast to be developed during the term of this Plan. This structure reflects the identified needs.



5. Strategies to Meet Future Workforce Needs (Continued)

5.9 Performance Outcomes and Measures

The following diagram identifies our strategic objectives and how the Shire intends to assess the effectiveness of the actions.

Diagram: Workforce Plan Performance Measurement



5. Strategies to Meet Future Workforce Needs (Continued)

5.10 Workforce Strategies and Objectives

Four key strategic objectives have been identified to drive the core strategies of the Workforce Plan, these are in the tables following:

Objective: 1. Attracting and selecting the right people								
Attracting and retaining people with the capability and commitment to contribute to the Shire of Menzies								
Strategic Outcomes	Strategic Actions	Action Outcomes	Projects	2020-21	2021-22	2022-23	2023-24	2024-25
1.1 Customised recruitment strategies that meet the needs and expectations of the organisation	1.1.1 Continue with the current recruitment strategies and identify opportunities to make improvements	Documented review with identified improvements	1.1.1.1 Undertake a review of current recruitment Strategies and Policies to identify improvements, with focus on encouraging internal applicants	■	■	■	■	➔
1.2 Continue marketing the Shire as an attractive employer	1.2.1 Identify and market the benefits of working for the Shire of Menzies	Documented review with identified improvements	1.2.1.1 Identify the full list of financial and non-financial rewards and benefits offered to employees	■	■	■	■	➔
1.3 An appropriate induction and orientation process	1.3.1 Review the current induction and orientation process	Documented review with identified improvements	1.3.1.1 Implement improvements identified in the review process with strategic risk management matrix	■	■	■	■	➔
1.4 Continue to focus on local employment where opportunities exist	1.4.1 Promote the Shire as an employer to the local community and to educational institutions	Identify and source local talent to fill vacant positions where appropriate	1.4.1.1 Communication with education institutions to identify work experience and placement opportunities within the Shire and actively participate in school career planning days	■	■	■	■	➔
1.5 Improved selection outcomes	1.5.1 Review the selection process to ensure people with the right skills sets and most suitable candidate are selected for the future needs and growth of the Shire	Documented review with identified improvements	1.5.1.1 Identify areas for improvement and modify the selection process, including use of independent external consultants	■	■	■	■	➔

5. Strategies to Meet Future Workforce Needs (Continued)

Objective: 2. Retaining and engaging our valued workforce
Building and retaining a highly engaged workforce, committed and connected to our Shire and community.

Strategic Outcomes	Strategic Actions	Action Outcomes	Projects	2020-21	2021-22	2022-23	2023-24	2024-25
2.1 Improved skills in day to day leadership	2.1.1. Ensure our managers, supervisors and coordinators continuously provide our people with sufficient job role clarity, work direction, workload management, feedback on performance and support in doing their work	Opportunities for formal training in leadership and management	2.1.1.1 Identify relevant training events in accordance with a training needs analysis (cross reference 3.2)	■	■	■	■	→
2.2 Regular executive and supervisor meetings	2.2.1 Continue a range of regular meetings between executive and supervisors	Regular communications between executives, managers, and supervisors.	2.2.1.1 Facilitate regular meetings	■	■	■	■	→
2.3 Ongoing communication with the workforce	2.3.1 Foster a value of openness across and between all levels of the Shire	Identify and implement the key communication issues emerging from regular staff communications	2.3.1.1 Work within the executive to identify and implement a range of team building initiatives across the directorates of the Shire	■	■	■	■	→

5. Strategies to Meet Future Workforce Needs (Continued)

Objective: 3. Building a flexible, innovative, and capable workforce								
Building a flexible, innovative, and skilled workforce, committed to continual improvement and able to respond to the evolving and changing needs and growth of our community								
Strategic Outcomes	Strategic Actions	Action Outcomes	Projects	2020-21	2021-22	2022-23	2023-24	2024-25
3.1 An educational and skills audit	3.1.1 Conduct a comprehensive educational and skills audit (including the recognition of higher learning) with all our staff	A review and assessment of key competencies needed now and, in the future, to meet the Shire's objectives	3.1.1.1 Undertake an organisational competency analysis	■	■	■	■	➔
3.2 A training needs analysis	3.2.1 Undertake a training needs analysis and develop an affordable and collaborative training and development plan in conjunction with annual performance reviews	Documented training needs analysis and training plan on individual staff basis	3.2.1.1 Prepare a training needs assessment and schedule and seek proposals from external consultants	■	■	■	■	➔
3.3 The offer of traineeships and workforce experience when opportunities arise	3.3.1 Offer work experience, and traineeships when appropriate	Offer traineeships and work experience opportunities	No identifiable project	■	■	■	■	➔
3.4 Reviewed job descriptions	3.4.1 Conduct ongoing comprehensive reviews of all job descriptions to ensure they provide sufficient flexibility to work across areas and are aligned to emerging needs	Job descriptions reviewed on a regular basis	3.4.1.1 Job descriptions reviews conducted as part of the induction and performance review process	■	■	■	■	➔

5. Strategies to Meet Future Workforce Needs (Continued)

Objective: 4. A strategic workforce

Ensuring the strategic capability and capacity to position the Shire to meet its strategic objectives through sound workforce analysis, planning and leadership.

Strategic Outcomes	Strategic Actions	Action Outcomes	Projects	2020-21	2021-22	2022-23	2023-24	2024-25
4.1 Effective organisational structure	4.1.1 Maintain human resources data	Ongoing maintenance of base human resources data	No identifiable project	■	■	■	■	→
4.2 Recognised critical positions and critical position management	4.2.1 Establish a replacement program for positions nominated as critical	A risk management plan for critical positions	4.2.1.1 Establish a risk management/backup plan for critical positions: - Identify critical positions; - assess level of risk; - identify a pool of potential emergency internal/external replacements; - prepare individualised development plan	■	■	■	■	→

5. Strategies to Meet Future Workforce Needs (Continued)

5.11 Key performance indicators

Key performance indicators are listed below.

STRATEGIC WORKFORCE OBJECTIVE	WORKFORCE OUTCOMES	ASSESSMENT	RATIO OR MEASURE
Attracting and selecting the right people	Recruitment	Effectiveness of recruitment processes	Cost of recruitment divided by number of positions filled during the year
			Average time taken to fill a position across the organisation (days)
Retaining and engaging our valued workforce	Staff turnover	The percentage of employee initiated separation rate	Gross number of staff resignations divided by total staff
	Staff satisfaction	Qualitative survey	Employee survey results compared across periods
	Employee leave	Accrued leave liability	Number of employees with accrued annual leave exceeding 150 hours
			Value of accrued annual leave
			Value of accrued long service leave
Value of pro-rata long service leave			
Sick leave	The number of workplace absences due to health related reasons	Number of sick day absences divided by number of available working days	
Building a flexible, innovative and capable workforce	Training and development	The average level of investment in training	Training expense divided by number of FTE employees
	Occupational Health and Safety	Frequency and cost of lost time injuries	Total hours lost due to injury divided by number of work hours available
A strategic workforce	Data collection	A measurement of the collection and maintenance of data and systems to support decision making	The number of relevant reports provided to the executive during the year

6. Monitoring and Evaluation of Outcomes

6.1 Evaluation

The ongoing evaluation of the Workforce Plan is required to address the following:

- The progress towards meeting the performance indicator targets; and
- The progress towards meeting strategic actions of the Workforce Plan.

6.2 Implementation

Implementation of the Workforce Plan may be impacted by competitive priorities and the need for the application of dedicated resources. For a return to be achieved on the current planning investment, these matters will need to continue to be a focus in the future.

6.3 Review

Regular review of the Workforce Plan, particularly the strategies and actions contained in the tables, is required to ensure they are being achieved. The preferred timing is a review at least annually. The Long Term Financial Plan will need to be reviewed annually and its financial impact included in the Corporate Business Plan and Annual Budget.

7. Other Matters

7.1 References

Reference to the following documents or sources was made during the preparation of the Plan:

- Shire of Menzies Draft Corporate Business Plan 2020-2024;
- Shire website www.menzies.wa.gov.au; and
- Shire of Menzies Human Resources data as at March 2020.

7.2 Document Management

Version: 2020 - 2024 | V4

Status: Final

Appendix A Risk Assessment Methodology

PROBABILITY OF OCCURRENCE OR LIKELIHOOD

LIKELIHOOD	DEFINITION	FREQUENCY OF NOTED OCCURRENCES	SCORE
Almost Certain	Expected to occur in most circumstances or occurs regularly. A clear opportunity already apparent, which can easily be achieved.	More than once per year.	5
Likely	Occurrence is noticeable or is likely to occur, an opportunity that has been explored and may be achievable.	At least once per year.	4
Possible	Occurs occasionally or may occur, possible opportunity identified.	At least once in 5 years.	3
Unlikely	Occurs infrequently or is not likely to occur, opportunity that is unlikely to happen.	At least once in 10 years.	2
Rare	Only occurs in exceptional circumstances, opportunity that is very unlikely to happen.	Less than once in 20 years.	1

LIKELIHOOD	Score	CONSEQUENCE				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	5	Moderate	High	High	Extreme/Exceptional	Extreme/Exceptional
Likely	4	Moderate	Moderate	High	High	Extreme/Exceptional
Possible	3	Low	Moderate	Moderate	High	High
Unlikely	2	Low	Low	Moderate	Moderate	High
Rare	1	Very Low	Low	Low	Moderate	Moderate

ACTION REQUIRED

Extreme/Exceptional	Immediate corrective action required
High	Prioritised action required
Moderate	Planned action required
Low	Planned action required
Very Low	Manage by routine procedures

1. Appendix A Risk Assessment Methodology (continued)

Area Impacted	Impact	CONSEQUENCE				
		Catastrophic	Major	Moderate	Minor	Insignificant
Service Delivery/ Business Disruption	Loss of service.	Major including several important areas of service and/or a protracted period.	Complete loss of an important service area for a short period.	Major effect to an important service area for a short period, brief impact on multiple areas.	Brief disruption of important service area, Noticeable effect to non-crucial service area,	Negligible impact on the effectiveness of the organisation's processes.
	Improvement to service(s).	Exceptional.	Major.	Moderate.	Minor.	Negligible.
	Disruption in business processes.	Ongoing loss of business systems.	Major.	Moderate.	Minor.	Negligible.
Financial	Loss of assets.	>15% of asset value.	5%-15% of asset value.	2%-5% of asset value.	< 2 of asset value.	Insignificant.
	Impact on annual revenues or costs (Adverse or positive).	> 15% deviation from budget.	5%→15% deviation from budget.	2%→5% deviation from budget.	<2% deviation from budget.	Negligible income and/or savings.
	External Audit issues.	Audit unable to be completed.	Audit qualification on the report and accounts.	Management letter contains significant issues.	Management letter contains minor issues.	Matters discussed with management not reported.
Physical	Level of Incident.	Extreme affecting organisation's survival.	Significant affecting multiple locations.	Localised significant effect on operations.	Localised no effect on operations.	Not notifiable or reportable.
Legislative/ Regulatory/ Policy/ OSH	Regulatory non-compliance.	Criminal.	Major Revenue or cost implications. Individuals at risk of harm.	Minor Revenue or cost implications.		
	Code of Conduct.	Extreme.	Significant.	Breach.	Minor breach.	Little or no impact.
	Personal details compromised/ revealed.	All.	Many.	Some.	Isolated.	An individual's.
	Level of Injury.	Death.	Multiple serious injuries.	Serious injury and /or illness.	First aid or minor lost time injury.	Incident with or without minor injury.

1. Appendix A Risk Assessment Methodology (continued)

Area Impacted	Impact	CONSEQUENCE				
		Catastrophic	Major	Moderate	Minor	Insignificant
Performance	Ability to achieve key objectives.	Unable to achieve.	Major impact.	Moderate impact.	Minor impact.	Negligible impact.
	Improvement on the delivery of key strategic objectives.	Exceptional improvement.	Major improvement.	Moderate improvement.	Minor improvement.	Negligible improvement.
	Ability to be managed with the current resources.	External resources required.	Impact cannot be managed.	Significant adjustment to resource allocation.	Additional internal management efforts required.	Impact can be managed through routine activities.
	Loss of Infrastructure.	Ongoing loss of critical infrastructure.	Long-term loss of critical infrastructure.	Loss of support infrastructure.	Interruption to support infrastructure.	Negligible interruption to support infrastructure.
Environmental	Environmental harm	Catastrophic long term environmental harm.	Significant long-term environmental harm.	Significant short-term environmental harm.	Minor transient environmental harm.	Negligible transient environmental harm
	Improvement to environment	Exceptional improvement and/or national environment.	Major improvement.	Moderate improvement.	Minor improvement.	Negligible improvement.



Draft Strategic Resource Plan

2020 - 2035

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1.0 Foreword

We are pleased to present the Shire of Menzies Draft Strategic Resource Plan for 2020 - 2035.

This Plan is part of the Shire's ongoing commitment to an integrated approach to planning for the district's future. Despite the current uncertain times, it provides the Council and the community with a picture of the Shire's long term financial and asset management circumstances and assists us to meet our strategic outcomes and objectives, both during and beyond the COVID-19 Pandemic.

The Shire will encounter many challenges and opportunities over the next 15 years. Changes in population levels and demographics bring with them changing community needs and expectations. The Council will require a clear understanding of its capacity to meet these service expectations as it maintains a strong focus on sound financial management.

Council welcomes community participation in the planning process as we develop the strategic direction for a promising future of our district. We invite members of the community to contact a Councillor or Senior Council staff member if they have any questions.

The Shire of Menzies's Strategic Resource Plan is an important planning tool as we strive to achieve the strategies set out in the Shire of Menzies Strategic Community Plan 2020 - 2030.

This Plan will be used with the Corporate Business Plan and Workforce Plan to achieve our goals and drive the Shire in achieving its vision of "Our aim is for the Shire of Menzies to be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources".








The Shire has recently devoted significant resources to improving its strategic planning. This work continues as we constantly seek to improve our systems and service delivery.

Greg Dwyer
President








Pascoe Durtanovich
Acting Chief Executive Officer

2.0 Key Information

ASSUMPTIONS

	2.5% Inflation Rate
	Stable Population
	Stable Levels of Service
	Stable Operations
	Balanced Annual Budget
	2.5% from 2021-22 → (CPI 2.5%) Rates Fees and Charges <i>* No increase in 2020-21 due to COVID-19</i>
	2.5% Employee Costs

STATISTICS ^{1 2}

	6 Elected Members
	23 Employees
	232 Electors
	130 Dwellings
	730km Distance from Perth
	124,111km² Area
	490 Population

FINANCIAL INFORMATION³

	\$3,123,507 Rates Revenue
	\$242,047 Fees and Charges
	\$6,826,153 Operating Revenue
	\$6,047,930 Operating Expenditure
	\$136,920,664 Net Assets
	\$8,497,246 Cash Backed Reserves
	Nil Long Term Borrowings

¹WALGA Online Local Government Directory 2018/2019, Shire of Menzies

²Australian Bureau of Statistics Menzies (S) (LGA55390) 2016 Census of Population and Housing, General Community Profile, viewed 23 August 2020

³Shire of Menzies 2018-19 Annual Financial Report

3 .0 Executive Summary

The following information provides a brief summary of the Draft Strategic Resource Plan 2020 - 2035, this should be read in conjunction with the underlying assumptions detailed in this Plan.

3.1 Planning for a Sustainable and Stable Future

The Shire of Menzies is planning for a positive and stable future, despite the current uncertainty arising from COVID-19. The Shire seeks to maintain, and where possible, improve service levels into the future while ensuring a healthy financial position.

Long term maintenance and renewal of the Shire's infrastructure remains a significant challenge and requires external funding to ensure the economic and social benefits of the Shire's infrastructure to the broader region and Western Australia are not impacted.

3.2 Significant Issues

The continued provision of community infrastructure remains one of the key priorities and major expenditure items for the Shire.

Road maintenance and road renewal remain a high priority for the Shire due to the strategic economic benefit the road network provides to the district.

Adequate maintenance, renewal and upgrading of the road network remains highly dependent on the receipt of external grants and contributions. Construction of aged care units is planned for the third year of the Plan, subject to receipt of grant funding.

Due to the current world-wide COVID-19 pandemic, and the subsequent restrictions put in place by the Federal and State Governments, the economic forecast has an increased level of uncertainty. In line with the State Government's direction, the Shire of Menzies has not planned for an increase in rates or fees and charges revenue in 2020/21.

Rate revenue is forecast to increase by 2.5% in line with CPI from 2021/22 for the duration of the Plan. These increases are to assist in the long term financial stability of the Shire and to increase the level of services to the community. These will be reviewed in the future once the impacts of the COVID-19 Pandemic are more apparent.

3.3 Forecast Capital Projects

A capital works program has been planned over the term of the Plan with a mixture of new/upgrade assets and asset renewals aimed at ensuring the continued provision of high quality community infrastructure to residents of the Shire. External funding is required to undertake these works.

Project by Asset Class	2020 - 2035 Amount (\$)
Infrastructure – roads	
Road upgrades and renewal program	38,290,158
Infrastructure - Roads Total	38,290,158
Infrastructure - footpaths	
Footpath renewals	500,000
Infrastructure - Drainage Total	500,000
Infrastructure - Other	
Other infrastructure renewals	1,964,000
Infrastructure – Other Total	1,964,000
Plant and Equipment	
Plant replacement program	15,548,401
Plant and Equipment Total	15,548,401
Buildings	
Buildings renewals	2,865,500
Buildings Total	2,865,500
Grand Total	59,168,059

Building works beyond year 4 are currently planned to be undertaken as part of routine planned building maintenance with no planned building renewals.

4.0 Community Profile, Vision and Objective

4.1 Location

The Shire of Menzies covers 124,110 square kilometres in the Eastern Goldfields of Western Australia, 730kms north east of Perth. The Shire's administration centre is in the mining and pastoral townsite of Menzies.

The current community is serviced by ancillary medical services, a local school offering pre-primary to Year 7 and distance education for high school, community halls and meeting rooms, and recreational facilities. Vital tourist accommodation is provided by a caravan park and two hotels.

4.2 Heritage

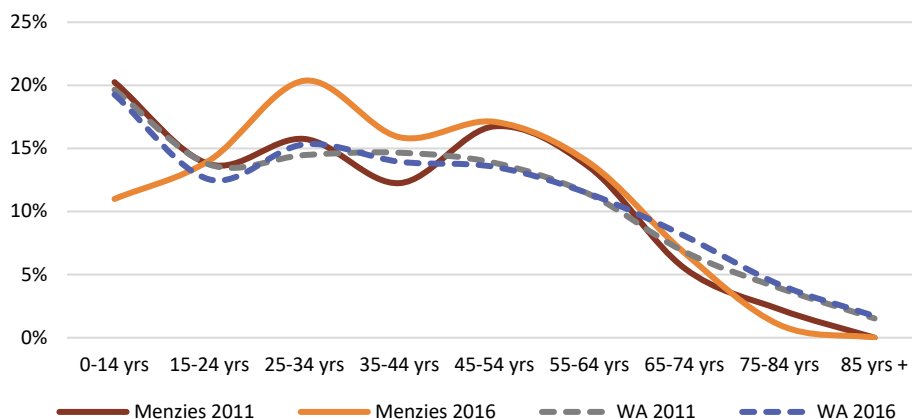
Menzies, like many towns in Western Australia was born in and boomed during the gold rush days of the 1890's and was the administration centre of the North Coolgardie Goldfields. There were some twenty small towns in this area: Davyhurst, Mulline, Mt Ida, Kookynie, Niagara, Yarri, Yerilla and Edjudina to name a few.

From around 1905 the gold mining industry experienced a downturn and most of these towns literally disappeared. Menzies has survived but is just a shadow of its former self, and the pub at Kookynie is the only reminder of a once thriving community.

4.3 People

The following statistics reflect the Shire's population in comparison to the population of the state of Western Australia.

Population	2011	2016
Menzies	400	↑ 491
WA	2.24m	↑ 2.47m



4.4 Vision

The Shire's strategic vision: **Our aim is for the Shire of Menzies to be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.**

4.5 Strategic Objectives

The following key themes are identified in the Shire's Strategic Community Plan 2020-2030 and considered within the Strategic Resource Plan:

Local Economy: Sustainable local economy encouraged

Community: Maintain a strong sense of community

Civic Leadership: Achieve active civic leadership

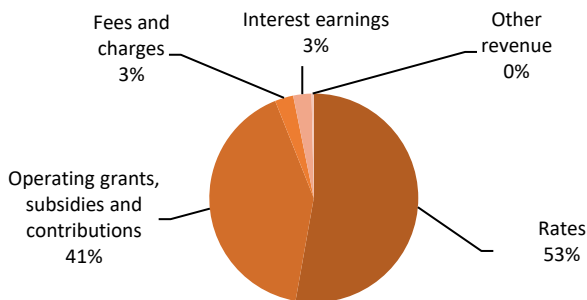
Heritage: Heritage and natural assets conserved

5 .0 Long Term Financial Planning Overview

5.1 Forecast Revenue

Rates are expected to generate \$3.56m in 2020-21 and increase in line with CPI to \$5.03m in 2034-35 and comprise 41% of operating revenue over the term of the Plan. The Shire is reliant on receiving more than \$49.81m over the next 15 years in untied operating grants, subsidies and contributions to maintain the current level of operations and services. Non operating grants are expected to remain stable for road renewal.

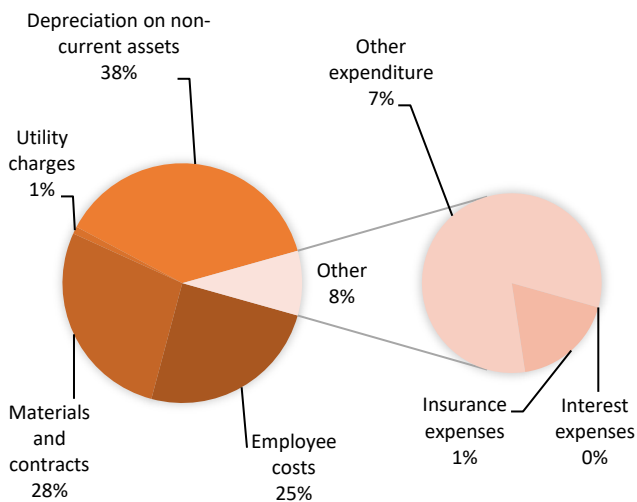
5.2 Revenue Composition Year 1 to 15



5.3 Forecast Expenditure

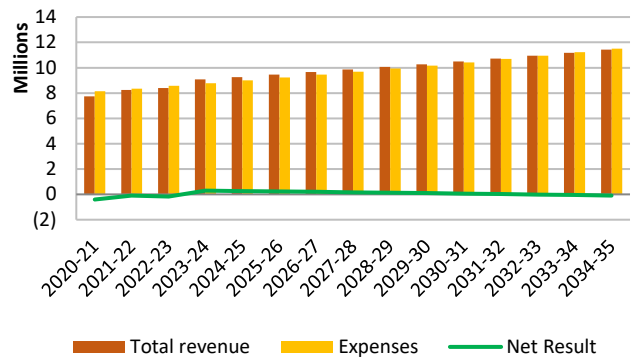
Expenditure is forecast to increase in line with inflation with the exception of depreciation expense which is impacted by the addition of assets over the term of the Plan.

5.4 Expenditure Composition Year 1 to 15



5.5 Net Result

The chart below reflects in the columns the steady increase in operating revenue and expenditure forecast over the 15 years, with the green line reflecting the net result.



A negative net result over the long term indicates net asset values will decline as depreciation expenses erode asset values. This may be masked by continuous revaluation of assets. Improved asset funding or changes to expected useful life of assets as they are better understood may address the negative net result in the initial years of the plan.

5.6 Depreciation Expense

Depreciation expense increases throughout the Plan from \$3.0m in year 1 to \$4.3m in year 15 as assets are revalued and renewed.

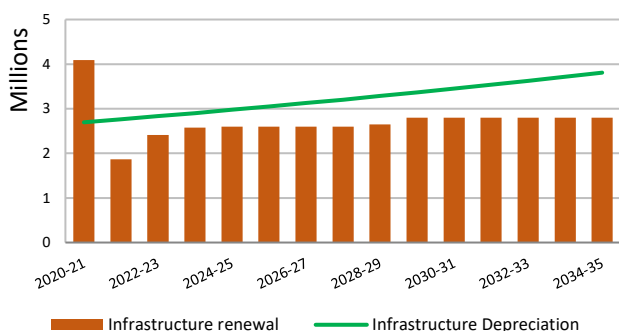
Ideally, the average asset renewal should be in line with depreciation expense over the long term, to ensure the value of assets is maintained. On average, the Shire is planning to renew its infrastructure assets at a slightly higher level than they are depreciating over the term of the Plan.

Where the planned asset renewals are higher than depreciation, the written down value of these assets will increase over time as depreciation erodes the value of the assets and renewals increase the value. Revaluation of assets in line with inflation may mask a real decrease in value where planned asset renewals are lower than depreciation.

5.0 Long Term Financial Planning Overview (Continued)

5.7 Infrastructure Depreciation Expense -V- Asset Renewal Expenditure

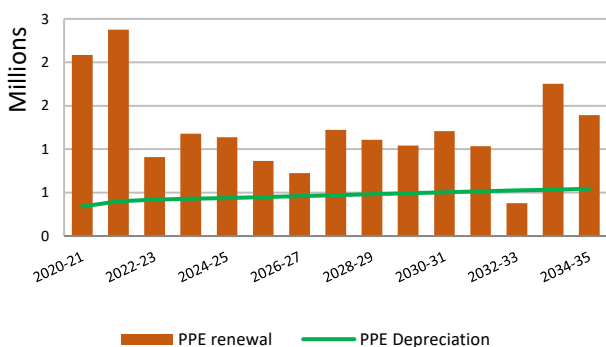
Depreciation of infrastructure over the 15 years is \$48.3m, shown by the green line in the chart below. The planned level of infrastructure asset renewal expenditure at \$40.8m (reflected by the orange columns) is over the term of the Plan below the level of depreciation.



Further review of asset useful lives for infrastructure assets is required to better align useful lives to available funding. Reviews of useful lives should also routinely occur in the future as available funding changes and advances in the construction of road pavements providing a longer useful life occurs, such as, use of polymers and different construction techniques.

5.8 Property, Plant and Equipment Depreciation Expense -V- Asset Renewal Expenditure

Planned property, plant and equipment asset renewals of \$18.4m (reflected by the orange columns) over the 15 years is greater than the depreciation expense of \$7.0m (reflected by the green line) over the same period as shown in the chart below.



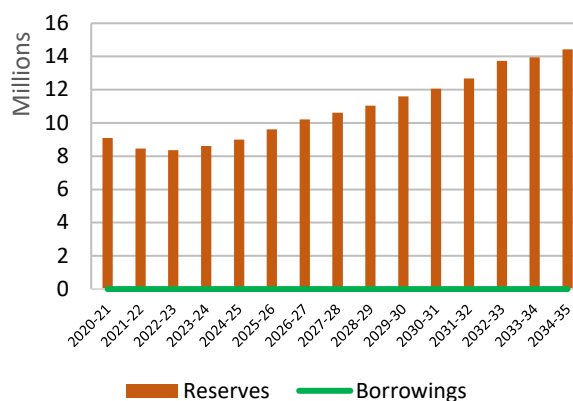
Further improvements in asset management data and the estimation of depreciation expense may result in a closer alignment between asset renewals and depreciation expense.

5.9 Maintenance Expenditure

The current maintenance expenditure allocated in the annual operating budget is expected to continue at current levels, with inflationary increases occurring each year.

5.10 Forecast Borrowings and Cash Reserves

In general, the finances of the Shire are expected to remain stable over the long term. Reserves will be utilised to save for major forecast asset renewals and then utilised to fund the renewals resulting in the variations in reserve levels (orange columns) as shown in the chart below.

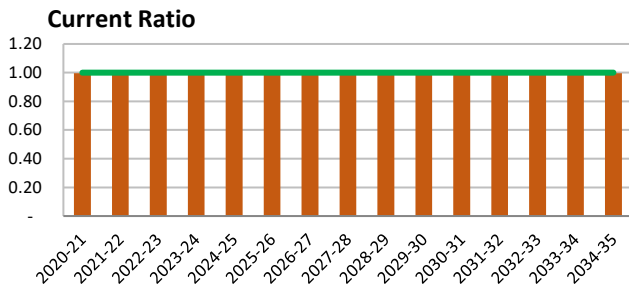


Borrowings are not forecast to be utilised during the term of the plan. This is part of its strategy to allow flexibility to respond to sudden or unexpected expenditure requirements. This strategy also provides scope to leverage off future grant funding opportunities when, and if, they become available. The strategy also includes the use of cash backed reserves to save for significant future asset renewal spikes.

5.0 Long Term Financial Planning Overview (Continued)

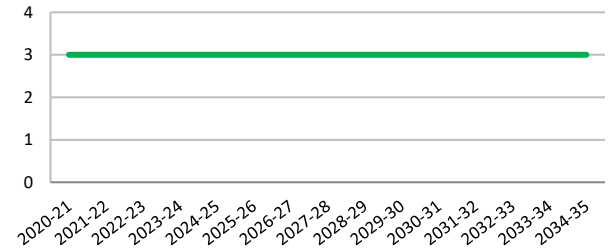
5.11 Forecast Operating Ratios 2020 - 2035

Monitoring the Shire's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios. The green line reflects the Department of Local Government, Sport and Cultural Industries' (the Department) minimum target level of the ratio.



As expected for a Shire with a forecast balanced funding surplus position and no current borrowing liabilities, the ratio is 1.0.

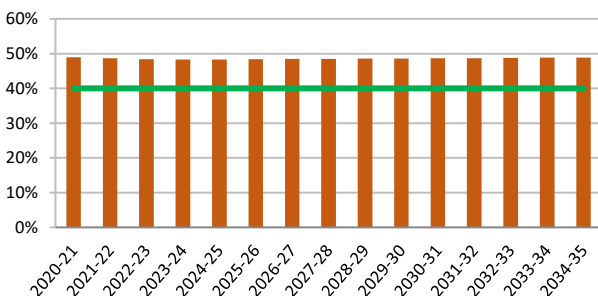
Debt Service Cover Ratio



As the Shire has no borrowings and does not intend to take up any borrowings the ratio is not calculated for the term of the plan. The ratio indicates the Shire has an increasing capacity to take up borrowings if required, providing underlying assumptions remain valid.

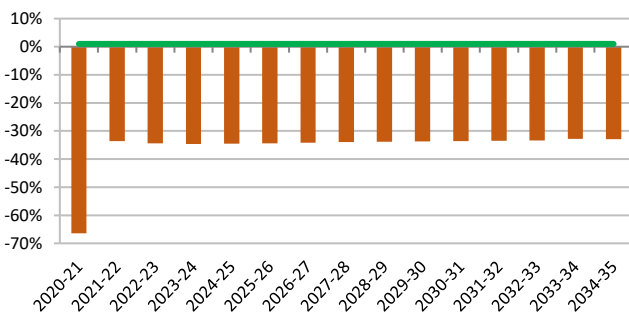
An explanation of all ratios is provided at Section 11.0.

Own Source Revenue Coverage Ratio



The ratio is above the target indicating the Shire is not over reliant on grants and contributions.

Operating Surplus Ratio

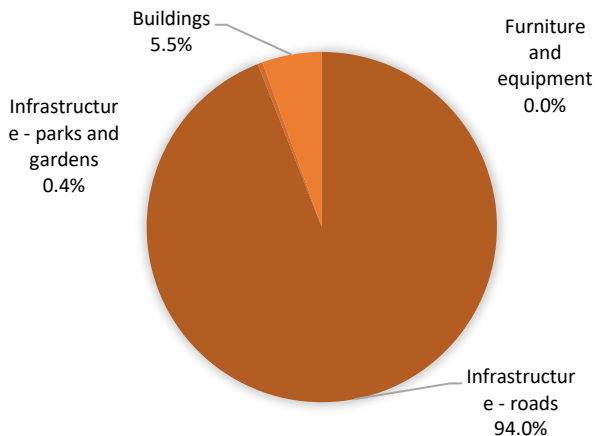


The ratio above highlights how the Shire continues to require grants such as Regional Road Group for the renewal of assets in line with depreciation expense. Continued monitoring is recommended to ensure the operating deficit does not exceed the level of non operatign grants for the renewal of assets.

6.0 Asset Management Planning Overview

6.1 Key Asset Information

The Shire controls an asset network with a written down value of \$117.3m¹, of which Roads and Buildings constitute the largest component values as reflected in the chart below.



6.2 Asset Management Policy

The purpose of an asset management policy is to:

- Provide a framework for the sustainable management of the Shire's asset portfolio;
- Ensure an organisation wide and inclusive approach is taken to asset management; and
- Ensure adequate provision is made for the maintenance and replacement of assets in accordance with the assessed levels of service.

The asset management policy is intended to provide clear direction in relation to the Council's expectations for the sustainable management of its assets and applies to Elected Members, Employees and Contractors/Consultants engaged by the Shire.

6.3 Asset Management Strategy

Developing an asset management strategy is a planned process of continuous improvement across all its components. Key improvements for each class of asset are discussed at the end of each section in Appendix A.

When planning for the future renewal of Shire assets, a condition-based estimation of remaining useful life was applied (where possible) as it was viewed as the most appropriate methodology. Where condition information was unavailable, an age based estimation of remaining useful life was applied.

Modelling was undertaken to determine the long term funding required for asset maintenance and renewal. By adjusting the estimated useful life of assets, the balance between the risk of loss of asset service and the financial costs of asset renewal and maintenance was determined.

Detailed long term planning is required for the renewal of building assets due to the scale of expenditure in relation to these assets and the likelihood of usage/design upgrades when renewal occurs. Unfortunately, planning for the renewal of long lived assets carries with it a high level of uncertainty. This is due to the vagary associated with the allocation of future external contributions and the potential for a sudden and unexpected change in grant funding.

It is important to note, capital works identified in this Plan funded by external contributions may be postponed or reduced in scale should external funding not eventuate. Postponing asset renewal past forecast estimated useful life and an optimum intervention point increases the risk associated with sudden unexpected asset failure bringing with it the potential for a loss of service.

Recognising a proportion of assets have been constructed with the assistance of external financial contributions, the Shire seeks to, within its financial capacity, maintain these assets into the future. A strategy of alignment of estimated asset useful lives with the forecast financial capacity aims to ensure the long term affordability of Shire assets. By focusing resources and efforts on a small number of key critical assets, the Shire has achieved its targeted asset management outcomes, integrated with financial planning within its forecast financial capacity based on an annual rate increase of 2.5% in line with CPI for the life of the Plan.

6.4 Level of Service

The level of service for roads, at its most basic, is reflected in the speed and weight ratings across the road network. As a measure, the lengths of sealed and unsealed road for each speed and weight rating is viewed as the most appropriate indicator of the level of service of the road network and will continue to be monitored into the future.

Level of service measures are defined for most asset classes within Appendix A.

¹ Shire of Menzies, Annual Financial Report 2018-19

6.0 Asset Management Planning Overview (Continued)

6.5 Financial Management Strategy for Assets

Based on the 2018-19 Annual Financial Statements and 2019-20 Annual Budget, a financial baseline was determined for operating revenue and expenditure. Modifications to this baseline were made over the 15 year term to predict forecast changes in operating revenue and expenditure.

Impacts of the COVID-19 Pandemic have created a large amount of uncertainty. Revenue and expenditure for 2020-21 are expected to align with 2019-20. Should the need arise for additional funding to meet the impacts of COVID-19 these will be drawn from Reserve. Structuring operational revenues and expenditure to ensure adequate provision for asset renewal into the future is a cornerstone of the Shire's overall financial strategy. To achieve this strategy, rate increases marginally higher than the consumer price index (CPI) are forecast to occur combined with the maintenance of operating expenditure in line with the CPI forecast.

Forecast planned asset renewals for the term of the Plan (orange columns), along with the forecast required asset renewals (blue columns) to maintain services in the future are shown as columns in the chart below with the values in the table on the right. Forecast asset renewals requirements are arrived at based on current estimates of replacement cost and remaining useful life of each asset, assessed from the asset's condition or age. The Shire is planning for renewal of all assets at the end of their useful life, except for buildings. Buildings are to be maintained so they may be used beyond their standard useful life. Further useful life information is required for road assets to better determine the remaining useful life of road assets.

The annual budget cycle and resource limitations result in differences between the planned and required renewal expenditure, referred to as an asset renewal funding surplus/(deficit). The asset renewal funding surplus/(deficit) representing the difference between the planned and required asset renewals is represented by the line in the chart below with values provided in the table to the right.

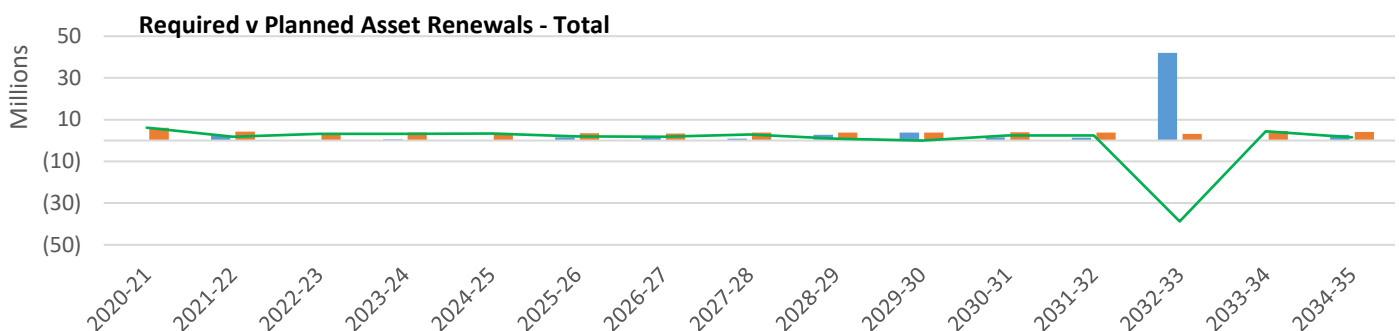
6.6 Forecast Planned and Required Asset Renewals

Year	Planned Asset Renewal \$	Required Asset Renewal \$	Asset Renewal Surplus/ (Deficit) \$
2020-21	6,175,500	18,386	6,157,114
2021-22	4,240,762	2,471,171	1,769,591
2022-23	3,321,118	81,837	3,239,281
2023-24	3,753,165	569,572	3,183,593
2024-25	3,735,149	319,626	3,415,523
2025-26	3,461,187	1,554,934	1,906,253
2026-27	3,321,886	1,579,170	1,742,716
2027-28	3,820,144	884,687	2,935,457
2028-29	3,754,462	2,808,992	945,470
2029-30	3,836,334	3,888,559	(52,225)
2030-31	4,002,936	1,577,901	2,425,035
2031-32	3,831,769	1,394,235	2,437,534
2032-33	3,175,218	41,941,934	(38,766,716)
2033-34	4,550,202	101,646	4,448,556
2034-35	4,188,227	2,735,258	1,452,969
Total	59,168,059	61,927,908	(2,759,849)

Numerous assumptions and estimates have been utilised in arriving at these values and actual events may vary significantly from those provided.

The required asset renewal spike in 2032-33 is a result of road data reflecting a requirement to re-sheet 392,651m of the unsealed road network in the single year. Further review and update of this asset information should address this theoretical renewal requirement which is likely to be spread across numerous years including beyond the term of the plan.

As assets approach their initial estimated asset renewal, the timing and need for renewal will be re-assessed and may well vary enabling the reallocation of limited resources between asset classes and between years through the use of cash backed reserves.

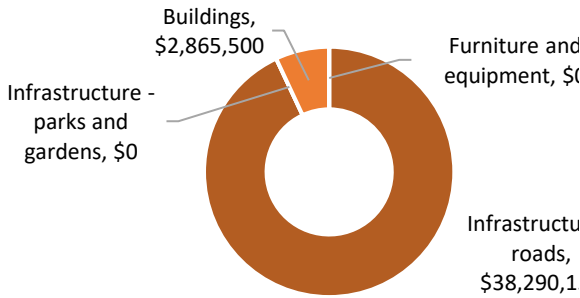


6.0 Asset Management Planning Overview (Continued)

6.7 Planned Asset Expenditure

Renewal asset expenditure of \$59m has been planned as per the previous table. No new, upgrade or expansion of asset are planned.

6.8 Planned Capital Expenditure 2020 - 2035

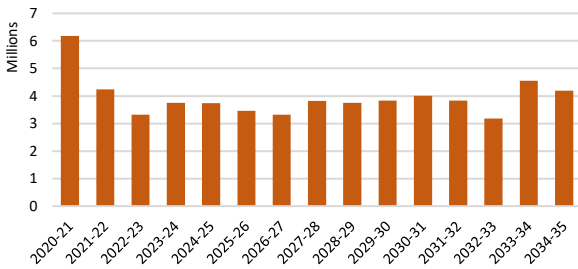


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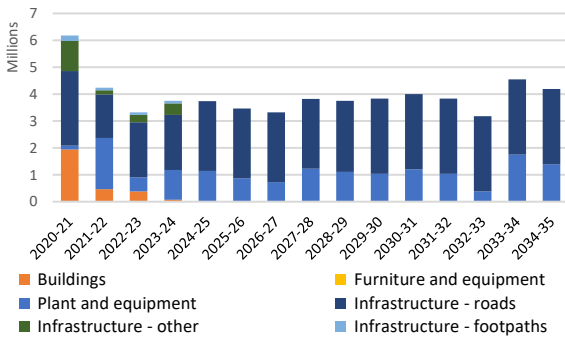
6.9 Planned Asset Renewal

Planned asset renewal expenditure has been determined by allocating the expected funds available for capital expenditure. Allocation of these funds between the various asset classes was undertaken to best match the required asset renewal expenditure. The timing and level of planned asset renewal expenditure for each asset class is summarised in the chart below.

6.10 Planned Asset Renewal Expenditure



6.11 Planned Asset Renewal Expenditure by Class



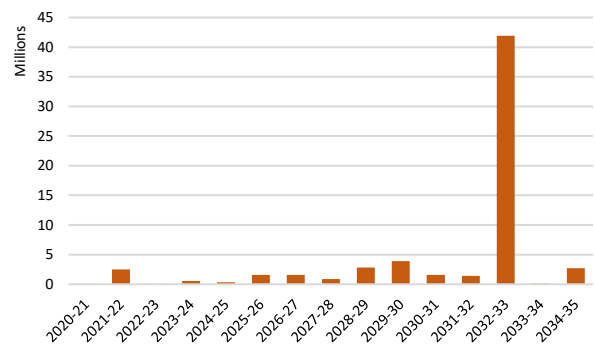
Planned asset renewals by asset class over the 15 years of the Plan reflected in the chart above shows the major renewal spend relates to roads and plant and equipment.

6.12 Required Renewal Expenditure

Asset renewal expenditure for the road network has been estimated based on road conditions and forecast usage. For other asset classes, forecast asset renewals have been based on the age of the assets and their estimated remaining useful life (determined during recent revaluations) combined with the current replacement costs.

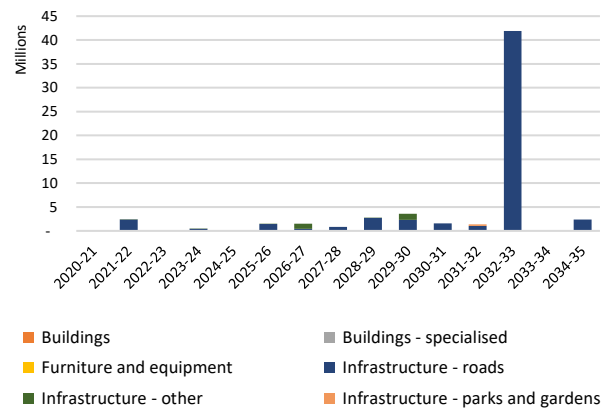
Asset renewal expenditure has been estimated based on forecast renewal costs and timings. Total asset renewals of \$61.9m are forecast to be required over the 15 years of the Plan.

6.13 Required Asset Renewal Expenditure



As discussed at 6.6 the spike in 2032-33 is a result of the asset data indicating a need to re-sheet a large length of the sheeted road network in one year.

6.14 Required Asset Renewal Expenditure by Asset Class

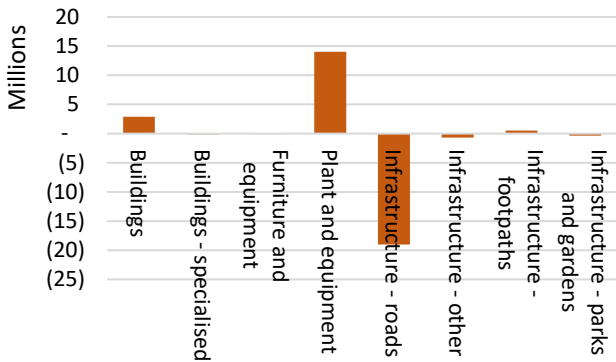


Renewal of roads dominate the forecast required asset renewals.

6.0 Asset Management Planning Overview (Continued)

6.15 Asset Renewal Funding Surplus/(Gap)

Differences between the forecast planned and required asset renewals for all each asset class over the 15 years of the Plan exist as shown in the chart below.



6.16 Upgrade/New Expenditure

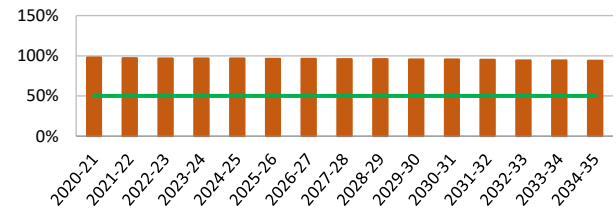
No significant upgrades to infrastructure are planned to occur over the next 15 years in response to community expectation. Where funds are available after undertaking essential renewal works, funds will be utilised for improvement and new works. Detailed annual planning will be undertaken for asset upgrade/new expenditure prior to each project.

Asset expenditure for upgrade/new assets are not modelled over the 15 years of the Plan.

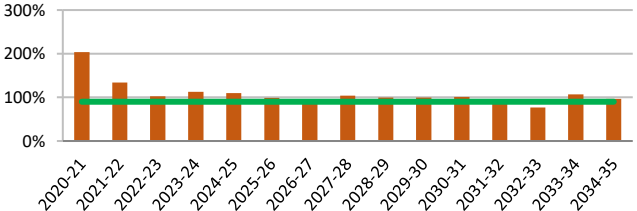
6.17 Forecast Asset Ratios 2020 - 2035

The asset consumption ratio is above the target range and remains so throughout the term of the Plan, with assets being renewed at adequate levels to maintain the average age of assets.

Asset Consumption Ratio

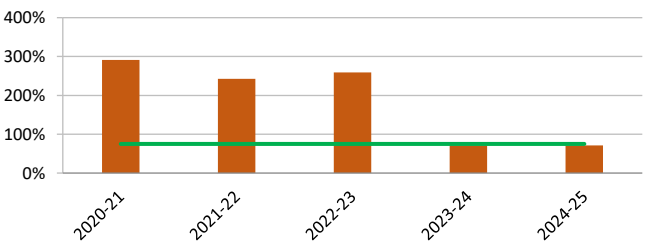


Asset Sustainability Ratio



The ratio highlights asset renewal expenditure relative to depreciation fluctuates as expected. The ratio average is above the guideline level and indicates the Shire is generally renewing assets in line with their forecast depreciation expense.

Asset Renewal Funding Ratio



The ratio is above the target ratio, with planned asset renewal expenditure being above required asset renewal expenditure as set out in this Plan for the initial years of the plan. The decrease in the ratio in 2023-24 is a result of the high required asset renewals in 2032-33. Further improvements in forecasting the remaining useful lives of assets may result in changes to this ratio.

7.0 Scenario Modelling

7.1 Scenario Modelling

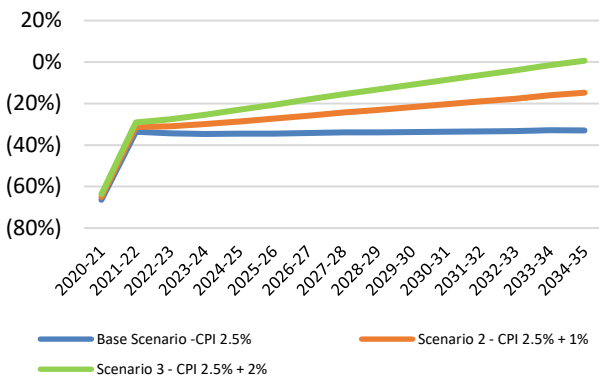
Scenarios were developed to test the financial impact of reduced levels of operating funding with modelling for the impact on the Shire of various reduced funding levels.

To ascertain the effect of reduced funding levels, a base scenario was developed with a rate yield increase in line with inflation (2.5%). Two alternative scenarios were also developed from this base as reflected in the table below. All other assumptions remained the same across the three scenarios.

Scenario	Increase above CPI (2.5%)	Total Increase
Base Scenario	0%	2.5%
Scenario 2	1%	3.5%
Scenario 3	2%	4.5%

The base scenario was selected as the most appropriate and has been used for the Plan. The base scenario includes levels of rate revenue and fees and charges to ensure the current levels of service are maintained.

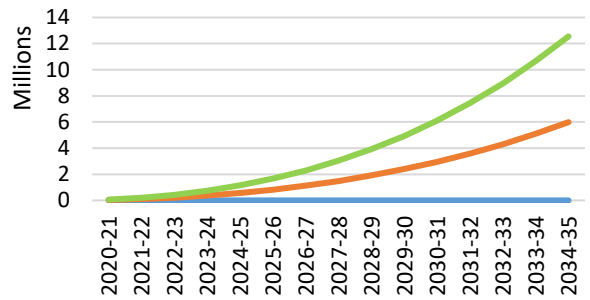
7.2 Scenario Comparison – Operating Surplus Ratio



The chart above shows the impact of the same change in total rates yield on the Shire’s Operating Surplus Ratio (other assumptions remaining the same). The base scenario was selected as it improved the operating surplus ratio.

The following chart shows the impact of a change in total rates yield on the estimated surplus (deficit) at June 30 from the base scenario (other assumptions remaining the same).

7.3 Estimated Surplus (Deficit) June 30 Carried Forward



The cumulative impact of the changes in rates along with fees and charges results in the surplus (deficit) shown in the table below.

Year	Scenario 2 CPI 2%	Scenario 3 CPI 2% + 1%
2020-21	\$32,664	\$65,328
2021-22	\$102,749	\$206,151
2022-23	\$213,180	\$429,098
2023-24	\$367,040	\$741,205
2024-25	\$567,576	\$1,149,939
2025-26	\$818,207	\$1,663,217
2026-27	\$1,122,531	\$2,289,434
2027-28	\$1,484,333	\$3,037,484
2028-29	\$1,907,595	\$3,916,789
2029-30	\$2,396,502	\$4,937,323
2030-31	\$2,955,454	\$6,109,646
2031-32	\$3,589,073	\$7,444,930
2032-33	\$4,302,213	\$8,954,992
2033-34	\$5,099,973	\$10,652,327
2034-35	\$5,987,706	\$12,550,146

8.0 Strategic Planning and Policies

8.1 Linkage with Other Plans

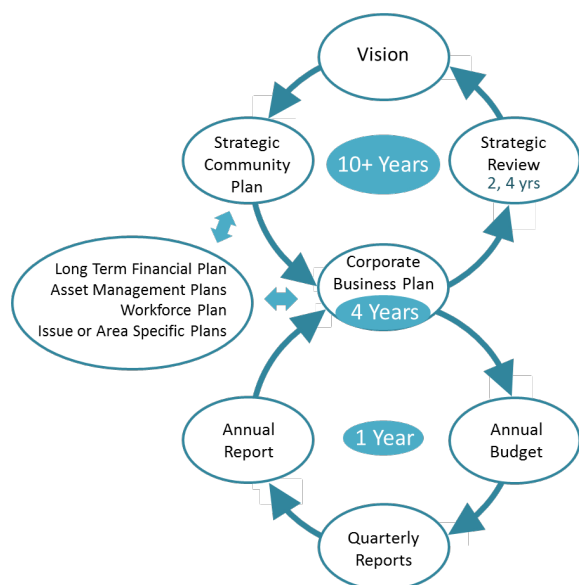
The Strategic Resource Plan is one component of a number of integrated strategic planning practices the Shire has developed. Combining asset management planning and long term financial planning into one document, the Strategic Resource Plan considers, and influences, workforce planning along with other key strategic plans. This Strategic Resource Plan has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Development of the Plan has also been influenced by the Department's Integrated Planning Framework and Guidelines.

8.2 Strategic Documents Linkage

This Plan includes, and influences, other strategic planning activities as a mechanism to action the strategies contained in the Shire's Strategic Community Plan, as illustrated in the diagram below.

8.3 Diagram: Integrated Planning and Reporting Cycle²



8.4 Strategic Community Plan 2020 - 2030

The Strategic Community Plan has been prepared to cover a minimum period of 10 years and set out the community's vision, aspirations and objectives for the Shire. To achieve the vision, a series of priorities, objectives and strategies were developed. Many strategies may be required to achieve a single objective and many objectives needed to achieve a single priority.

Individual strategies all require actions involving extra human, physical and financial resources. Achieving the Shire's strategic priorities requires careful operational planning and prioritisation. This planning process is formalised as a Corporate Business Plan which operates on a rolling four-year basis.

8.5 Corporate Business Plan

The Corporate Business Plan contains details of the actions and resources (human, asset and financial) to achieve each strategy and acts as an organisational guide for the Council and management.

The financial capacity and asset management practices to support the Corporate Business Plan are set out in the Strategic Resource Plan for the period. This planning provides an assurance the actions contained in the Corporate Business Plan can be adequately resourced over the next four years and highlights the long term consequences of the application of resources to undertake various projects.

8.6 Workforce and Other Strategic Plans

The Workforce Plan and other strategic plans integrate with the Strategic Resource Plan through the workforce requirement for assets and financial resources along with the requirements for a workforce to manage the Shire's assets and financial resources. As far as possible, these requirements are met in the Plan.

The Shire's Workforce Plan has been considered in the development of this Strategic Resource Plan. No financial impacts are expected from the Workforce Plan with employee costs forecast to rise in line with forecast inflation of 2.5%.

² Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016

9.0 Risk Management

9.1 Risk Management

The Shire provides a diverse range of services and facilities to the general public which exposes it to risks. As part of the implementation of Integrated Planning and Reporting, the Shire intends to formalise its risk based management practices to improve the management of identified risks.

The Shire has a practice of conducting a regular review of insurance levels of assets by the Chief Executive Officer to ensure the level is adequate. The Shire's insurer is LGIS.

The Financial Management Regulations require the investment of surplus funds (including cash reserves) to be in term deposits held by authorised deposit taking institutions or Treasury bonds.

The Shire seeks to engage experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles with minimal risk to the community and the Shire.

9.2 Certainty of Assumptions

Included in the Plan is a detailed analysis of the assumptions used as part of the planning process and the level of risk associated with each assumption.

The impact of the assumptions applied to issues identified as carrying a high risk have been separately disclosed, as has the sensitivity of movements in these assumptions on the financial forecasts set out in this Plan.

9.3 Sensitivity Analysis

Where an assessment has been made that a high level of uncertainty applies to the assumptions, sensitivity analysis has been used to help quantify the potential financial impact of a change in the assumption.

Assumptions with a high level of uncertainty and a higher dollar value present the greatest risk that a movement will result in unexpected and detrimental consequences. The details of this analysis are shown adjacent to each assumption on the following pages.

10.0 Assumptions, Risks, Uncertainties and Sensitivity

10.1 Revenue – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
District Growth in Population: The number of residents in the Shire is expected to remain stable.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Rates Level Increase: Annual rates have been based on an increase in the total rate yield of 2.5% in line with the forecast inflation rate.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Operating Grants and Contributions: Increases in line with inflation forecast.	High	The road maintenance program and general operations of the Shire are dependent on levels of Federal Financial Assistance Grants. Changes in the levels of these grants would impact directly on the Shire's ability to meet projected service levels.	High	± \$498,145 to the value of operating grants and contributions per 1% movement in the value over the life of the Plan.
Non-operating Grants and Contributions: Remain in line with funding requirements identified for various capital works.	High	The forecast capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately impact on service levels.	High	± \$259,436 to the value of non-operating grants and contributions per 1% movement in the value over the life of the Plan.
Fees and Charges: Increases in line with inflation forecast.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Interest Earnings: Interest earning of an average rate of 2.0% per annum.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Other Revenue: Increases in line with inflation.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Profit on Asset Disposal: Profit on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate no profit on asset disposals has been included.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

10.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

10.2 Expenditure – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Employee Costs: Increased annually by forecast inflation.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Materials and Contracts: Increased annually by forecast inflation.	High	The road preservation program and general operations of the Shire are dependent on levels of Federal Financial Assistance Grants. Changes in the levels of these grants would impact directly on the Shire's ability to meet projected service levels.	High	± \$403,882 to the value of materials and contracts per 1% movement in the value over the life of the Plan. A high level of uncertainty exists in relation to the costs to address impacts of the COVID-19 Pandemic.
Depreciation: Depreciation has been calculated using an average depreciation rate based on the estimated useful lives on individual assets.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Insurance: Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Other Expenditure: Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Loss on Asset Disposal: A loss on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate in the Plan no loss on asset disposals has been included in the Plan.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

10.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

10.3 Assets – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Revaluations: In line with annual inflation.	Low	The revaluation of assets may result in changes in asset ratio analysis and depreciations leading to a change in the net result. The revaluation of assets will have no impact on Cashflows.	High	±\$234,360 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$1,625,499 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.
Impairment of Assets: No impairment of assets has been assumed over the life of the Plan. Impairment of assets usually occurs due to unplanned or unforeseen events such as natural disasters.	High	A widespread major impairment event may result in a requirement for high levels of expenditure to maintain service levels.	Medium	Unable to be quantified.
Infrastructure Assets: Expenditure has been based on historical levels escalated by inflation.	High	The capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately on service levels.	High	±\$259,436 to the value of infrastructure assets per 1% movement in the capital grants received over the life of the Plan.
Property, Plant and Equipment: Building expenditure is in accordance with the 10 Year Capital Plan, and plant expenditure is based on the Plant Replacement Program.	Medium	Not assessed as high financial risk as the frequency of capital grants for buildings is not as pervasive as roadwork's and plant and equipment replacement is not influenced by external grant funds.	Medium	Not assessed as high level of uncertainty.

10.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

10.4 Liabilities – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Borrowings: New borrowings to be considered for capital works where required.	High	If the Shire is not able to secure borrowings in the future, the likely impact will be the cancellation or postponement of related asset acquisitions leading to a reduction in service levels over the short to medium term.	Low	Not assessed as high level of uncertainty.
Employee Entitlements: It has been assumed the Shire will be in a position to meet its obligations in relation to employee entitlements.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

10.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

10.5 Equity Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Cash Backed Reserves: It has been assumed the Shire will invest cash reserves in term deposits with banking institutions and these funds will be available for use during the term of the Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Revaluation Surplus: Increasing in line with inflation based revaluation.	Low	The revaluation of assets to their fair value may result in changes in asset ratio analysis and depreciation leading to a change in the net result. The revaluations of assets will have no impact on Cashflows.	High	±\$234,360 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$1,625,499 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.

10.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

10.6 Other – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
Ownership of Strategic Assets: The Shire has not planned for the ownership of any strategic assets to be transferred to another party over the term of the Plan.	High	Any significant changes to the ownership of strategic assets would require an amendment to this Plan and, depending on the circumstance, be subject to community consultation.	Low	Not assessed as high level of uncertainty.
Inflators: Forecast inflation at 2% per annum.	Medium	Not assessed as high financial risk.	High	± \$1,208,377 to operating revenue per 1% movement in the inflators over the life of the Plan. ± \$1,461,268 to operating expenditure per 1% movement in the inflators over the life of the Plan.
Commercial Activities: The Shire has no plans to undertake a significant commercial activity during the period of the Plan.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
General Economic Forecasts for State: The economic forecast for the State is closely linked to the success of the mining industry. Demands for minerals is forecast to remain stable in the short term with a corresponding stability of the state economy.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
General Economic Forecasts for Region: Historically, the region's economy is heavily dependent on mining and this remains the assumption for the term of this Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.

11.0 Monitoring and Performance

11.1 Monitoring

The Plan will be the subject of a desktop review each year to consider changing circumstances, with a full revision scheduled every two years in line with the review of the Strategic Community Plan.

Monitoring the Shire's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios.

11.2 Ratio Targets

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

To maintain comparability across the industry, these ratios and their respective target ranges, have been derived from the Department's Long Term Financial Planning guidelines and *Regulation 50 of Local Government (Financial Management) Regulation 1996*.

The Department's Advisory Standard also provides target levels for each of the ratios.

Ratio	Calculation	Indication	Minimum target
Current Ratio	$\frac{\text{current assets minus restricted assets}}{\text{current liabilities minus liabilities associated with restricted assets minus current liabilities associated with long term borrowings}}$	A measure of the Shire's immediate liquidity and the capacity to meet short term financial obligations from unrestricted current assets.	1
Operating Surplus Ratio	$\frac{\text{operating revenue minus operating expense}}{\text{own source operating revenue}}$	A measure of the extent to which own source revenues raised cover operational expenses.	1%
Own Source Revenue Coverage Ratio	$\frac{\text{own source operating revenue}}{\text{operating expense}}$	A measure of the extent of the Shire's ability to cover costs using only discretionary revenue.	40%
Debt Service Coverage Ratio	$\frac{\text{Annual operating surplus before interest and depreciation}}{\text{principal and interest}}$	A measure of the extent of the Shire's capacity to generate sufficient cash to cover debt payments.	3
Asset Consumption Ratio	$\frac{\text{depreciated replacement cost of assets}}{\text{current replacement cost of depreciation assets}}$	A measure of the aged condition of the Shire's physical assets.	50%
Asset Sustainability Ratio	$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation expense}}$	A measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives.	90%
Asset Renewal Funding Ratio	$\frac{\text{NPV of planned capital renewals over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$	The Shire's financial capacity to fund asset renewal to support existing service levels. (This ratio is based on the ten years forecast expenditure and as such is only able to be calculated of the first five years of the Plan).	75%

12.0 Improvement Plan

12.1 Strategic Resource Improvement Plan

All strategic plans require continuous development in order to improve the quality of planning. The following asset management areas are suggested as worthy of focus in the future.

Road Asset data: Road asset data requires review to better reflect the estimated remaining life of each unsealed road sector.

Hierarchy: A hierarchy exists for road assets and should be further developed for other asset classes.

Level of Service: Level of service measures were defined within the previous Asset Management Plan. No systems are currently in place to record and report against these levels of service.

Risk Management: Risk management is used as a decision making tool to define and treat risks facing the Shire when seeking to meet its defined objectives. The Shire is in the very early stages of utilising risk techniques. As risk management is developed, a greater understanding of risks will be formalised.

Operation and Maintenance: The Shire does not have a current documented Operation and Maintenance Strategy.

Renewal and Replacement: A key component of understanding long term asset funding requirements is determination of the extent and timing of likely costs to refurbish or replace an asset in future in order to maintain a consistent level of service to the community. Constant review and improvement to these forecasts is likely to result in improved planning outcomes.

New, Upgrade and Disposal: The Shire does not have a current documented Capital Investment Plan to address future asset demands or Asset Disposal Plan (other than the disposal of plant and equipment).

Standard Useful Life Estimates: Improvements in road asset records should enable better estimation of standard useful lives of road assets components based on the method of construction used.

There are a number of improvement actions as per the Asset Management Improvement Plan, some key improvement actions resulting from this Strategic Resourcing Plan are to:

- 7.0 Report levels of service for key assets;
- 8.0 Improve the accuracy of future financial forecasts through improved forecasting of operational, maintenance, renewal, new and upgrade costs; and
- 9.0 Maintain formal asset maintenance and renewal programs for all assets.

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Appendix A1 – Critical Assets

1.1 Description

Along with regional and local distributor roads, a number of other assets have been nominated as critical to the Shire providing services to the community. These assets will be prioritised when allocating annual funding to help ensure they are maintained to an acceptable condition.

A list of these assets (excluding roads) is provided below along with their relevant estimated current replacement cost.

Asset	Current Replacement Cost (\$)
Shire depot	363,696
Shire Administration Centre	1,896,521
Heavy plant	2,055,741
Total	7,469,888

Maintenance requirements for these assets will be identified annually and prioritised through the Annual Budget cycle.

Road assets are discussed further in Appendix A2 with regional and local distributor roads being given funding prioritisation over other road assets as required.

Appendix A2 – Roads

2.1 Significant Matters

The continued provision of the road network remains one of the key priorities for the Shire. Continued planning for future road infrastructure renewals influenced by condition based estimation of the remaining useful life is essential to reducing the risk of sudden unexpected road failure. Regional and local distributor roads due to their strategic importance, will be given funding prioritisation over other road assets.

2.2 Road Inventory

The Shire of Menzies has a road network servicing an area of 124,110¹ square kilometres.

Road assets within this Plan include the following components:

- Subgrade;
- Pavement; and
- Seal.

Road asset information is recorded within a road inventory database and was extracted in March 2018, this forms the basis of the measurements and current replacement cost estimates. This information has been updated by management subsequent to the valuation. Verification of the accuracy of the valuation data is not within the scope of this Plan and has not been undertaken.

Utilising the dimension data held in the Shire's road asset database along with standard unit rates, the current replacement cost provided in the road infrastructure inventory system, has been estimated by management below.

Road Assets	Length (km)	Current Replacement Cost (\$)
Rural	4,555.44	133,360,360
Urban	13.10	703,026
Grand Total	4,568.54	134,063,386

The following tables detail the components in two sections, town roads and all other roads, segregated by the type of seal.

Other Roads Assets	Length (m)	Current Replacement Cost (\$)
Structural Asphaltic Concrete		
Pavement Structure	135	13,073
Subgrade Structure	135	10,206
Surface Structure	135	12,395
Thin Surfaced Flexible		
Pavement Structure	66,825	6,006,130
Subgrade Structure	66,825	5,033,846
Surface Structure	66,825	4,740,853
Unsealed		
Pavement Structure	471,097	6,497,469
Subgrade Structure	471,097	27,495,978
Unsealed - High Use		
Pavement Structure	719,148	33,132,761
Subgrade Structure	719,148	37,542,554
Unsealed - Low Use		
Pavement Structure	265,640	3,744,505
Subgrade Structure	265,640	9,833,616
Other Roads Total	4,568,535	134,063,386

¹ Australian Bureau of Statistics Menzies (S) (LGA55390) 2016 Census of Population and Housing, viewed 23 August 2020

Appendix A2 – Roads (Continued)

2.3 Financial Summary

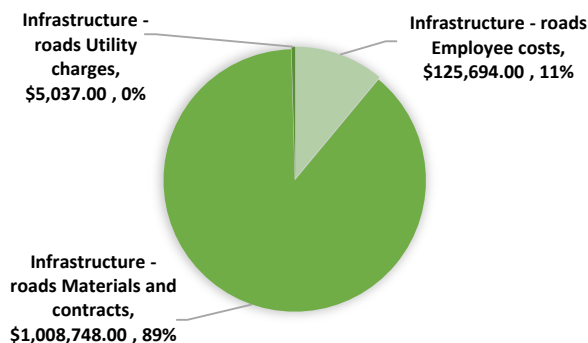
Financial impacts of managing the Shire road assets are broken down into maintenance, new and renewal expenditure, each of which is examined separately as follows.

2.3.1 Maintenance Expenditure

Road maintenance expenditure includes maintenance of associated infrastructure such as drainage and footpaths. Road maintenance expenditure is primarily related to the grading of unsealed roads and associated drainage clearing within the district along with a low level of reactionary minor repair works. As far as possible the road maintenance program is scheduled annually, based on staff knowledge of road conditions and expected traffic volumes.

Road maintenance expenditure is forecast to increase in line with inflation and is comprised of the following estimated costs in 2020-21:

2.3.2 Maintenance Expenditure by Nature and Type



2.3.3 New Expenditure

Road safety related projects will be prioritised where issues are identified. External grant funding would be essential to achieve any upgrades.

2.3.4 Renewal Expenditure

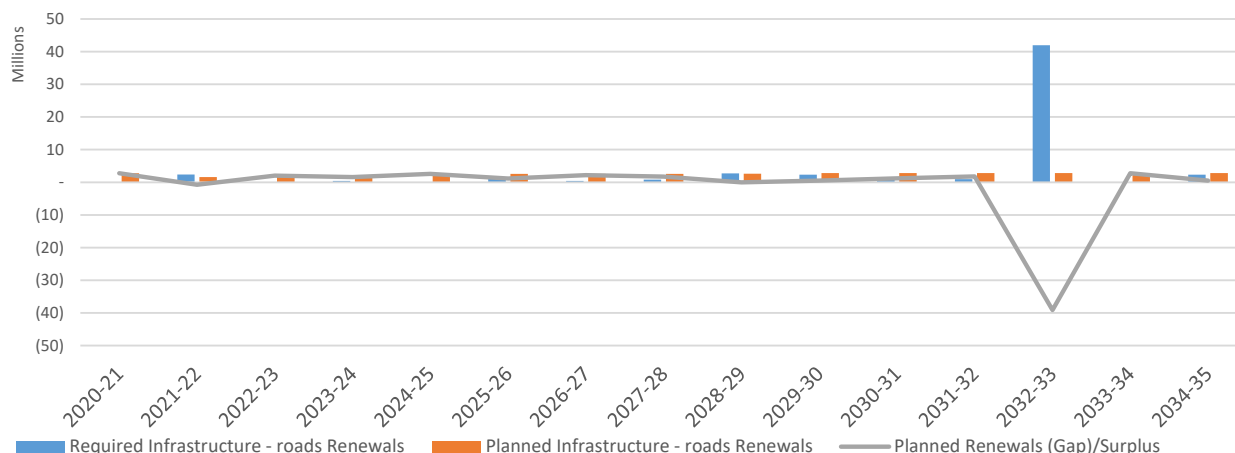
Road works are prioritised based on staff knowledge of the conditions of roads and expected usage patterns and is conducted during the budget process. All planned works are funded through a combination of internal funds and external grants.

In the chart below, planned road expenditure is shown as orange columns, with required road renewals as the blue columns. The grey line shows the difference between the two expenditure levels. Planned road renewal over the term totals \$38.3m. Required road renewal is calculated at \$57.3m for the term, overall there is a \$19.0m renewal deficit for the Shire's road assets.

2.3.5 Forecast Planned and Required Road Renewal Expenditure

The level and extent of the renewal surplus is dependent on the accuracy of unit cost estimates and remaining useful life estimates for each road component. An improvement in this information will result in improved planning outcomes and enable the scheduling of works to minimise the negative impact of renewal spikes and improve the forecasting of required renewal expenditure.

Required v Planned Asset Renewals - Roads



Appendix A2 – Roads (Continued)

2.3.5 Forecast Planned and Required Road Renewal Expenditure (continued)

One of the largest impacts on road component lives is the volume and weight of traffic traversing a road length. Where this exceeds the roads construction capabilities sudden unexpected road failure may occur. Whilst road renewals may be forecast based on the age and condition of the asset, expected traffic volumes and weights are an important factor and difficult to forecast within Western Australian rural areas. The values represented in the chart on the previous page are detailed in the table below.

Financial Year	Required Roads Renewals \$	Planned Roads Renewals \$	Roads Renewal Funding (Gap)/Surplus \$
2020-21	-	2,772,000	2,772,000
2021-22	2,378,291	1,616,297	(761,994)
2022-23	2,487	2,046,297	2,043,810
2023-24	438,899	2,046,297	1,607,398
2024-25	-	2,596,297	2,596,297
2025-26	1,425,327	2,596,297	1,170,970
2026-27	419,996	2,596,297	2,176,301
2027-28	827,910	2,596,297	1,768,387
2028-29	2,701,922	2,646,297	(55,625)
2029-30	2,299,428	2,796,297	496,869
2030-31	1,577,436	2,796,297	1,218,861
2031-32	976,468	2,796,297	1,819,829
2032-33	41,919,201	2,796,297	(39,122,904)
2033-34	26,160	2,796,297	2,770,137
2034-35	2,306,249	2,796,297	490,048
Total	57,299,774	38,290,158	(19,009,616)

2.4 Level of Service

Level of service measures have not been routinely recorded or reported on. Detailed performance measures and performance targets for road construction and maintenance have been developed through the review of the previously identified road level of service indicators and are shown in the following tables.

Speed and weight ratings of the road network are considered the best overall indicator of the level of service of the road network as a whole.

Appendix A2 – Roads (Continued)

2.5 Road Construction

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
Gravel Road Construction			
Condition	Gravel roads are constructed to a high standard.	Customer complaints.	Two complaints per road per year.
Safety	To ensure that all roads are being constructed in a safe manner and road is made safe and signed correctly when unmanned.	Customer complaints.	Two per road.
		Number of damage/injury claims.	0 claims.
Cost Effectiveness	Efficient capital works program.	Projects completed within the timeframe and on budget.	100% completed within timeframe and on budget.
Bitumen Road Construction			
Condition	Bitumen roads are constructed to a high standard.	Customer complaints.	Two complaints per road per year.
Safety	To ensure that all roads are being constructed in a safe manner and road is made safe and signed correctly when unmanned.	Customer complaints.	One per road.
		Number of damage/injury claims.	0 claims.
Cost Effectiveness	Efficient capital works program.	Projects completed within the timeframe and on budget.	100% completed within timeframe and on budget.

Appendix A2 – Roads (Continued)

2.6 Road Maintenance

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
Gravel Road Maintenance			
Condition	Gravel roads are maintained to a high standard and on a regular basis. Drainage is also assessed in order to minimise the risk of flooding and damage.	Customer complaints.	Two complaints per road per year.
		Routine road inspection.	Two per year with managers.
Function	To ensure that all gravel roads are maintained in order to provide a useable and safe transport network for users in all weather conditions.	Customer complaints.	Two complaints per road per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 2 working days of notification.	95% addressed.
Safety	To provide a gravel road network that is free of hazards.	Hazard removed within 2 hours of notification.	95% addressed.
Cost Effectiveness	Efficient roads maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.
Bitumen Road Maintenance/Drainage			
Condition	Bitumen roads are maintained to a high standard and on a regular basis. Drainage is also to be assessed and drains cleaned in order to minimise the risk of flooding and damage.	Customer complaints.	Two complaints per road per year.
		Routine road inspection.	Two per year with managers.
Function	To ensure that all bituminised roads are maintained in order to provide a useable and safe transport network for users in all weather conditions.	Customer complaints.	Two complaints per road per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 2 working days of notification.	95% addressed.
Safety	To provide a bituminised road network that is free of hazards.	Hazard removed within 2 hours of notification.	95% addressed.
Cost Effectiveness	Efficient roads maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.

Appendix A2 – Roads (Continued)

2.7 Risk Management

An assessment of risks associated with the delivery from road assets has identified the following risks and treatment strategies.

Risk	Consequence	Risk Rating	Risk Treatment
Asset condition decreases due to flood damage.	Desired level of service not maintained.	Medium	Ensure adequate drainage in road design and maintenance to mitigate risk of flood damage.
Climate change.	Likelihood of severe storm damage increases.	Medium	Consider climate change when managing assets.
Significant unforeseen increases in maintenance or renewal costs.	Desired level of service not maintained.	Medium	Monitor costs and adjust long-term plans accordingly.
Asset condition decreases due to inadequate renewal program.	Desired level of service not maintained.	Medium	Determine maintenance priorities based on lifecycle cost.
Sudden significant changes in population.	Sudden increase in level of service requirements.	Medium	Monitor population trends and industry developments in the region.
Asset condition decreases due to inadequate maintenance program.	Desired level of service not maintained.	Low	Determine maintenance priorities based risk assessment and lifecycle cost.
Traffic incident attributable to sub-standard road conditions or road layout.	Liability risk.	Low	Ensure road network is maintained in compliance with applicable standards.
Health and safety incident whilst working on assets causing fatality or serious injury.	Prosecution risk.	Low	Ensure Council has compliant Health and Safety policy. Ensure staff and contractors are trained in policy and all procedures are complied with.
Trip incident attributable to sub-standard footpath conditions.	Liability risk.	Low	Footpath network is maintained in compliance with applicable standards and inspected annually.

2.8 Improvement

Monitoring and reporting of the key performance measures is important to help ensure levels of service are maintained.

Continued improvement in the knowledge of the road network (including road conditions) and forecasting of road renewal timing and costs is essential for managing the road network. As renewal timing and cost forecasting improves, opportunities for efficiency gains may be identified and included within future plans.

Monitoring of actual renewal costs against estimated renewal costs will improve the accuracy of future unit cost estimates. Routine monitoring of traffic volumes and road conditions will further improve the ability of the Shire to forecast future road renewal priorities.

Appendix A3 – Infrastructure Other

3.1 Significant Matters

The Shire provides a range of other infrastructure for residents and visitors including the following:

- Transport Infrastructure;
- Water Catchment;
- Community Infrastructure;
- Sporting Infrastructure;
- Tourism Infrastructure
- Signage; and
- Refuse Site.

The nature of these assets is one of changing requirements due to both community expectations and climatic conditions and will require further analysis to fully consider future funding requirements.

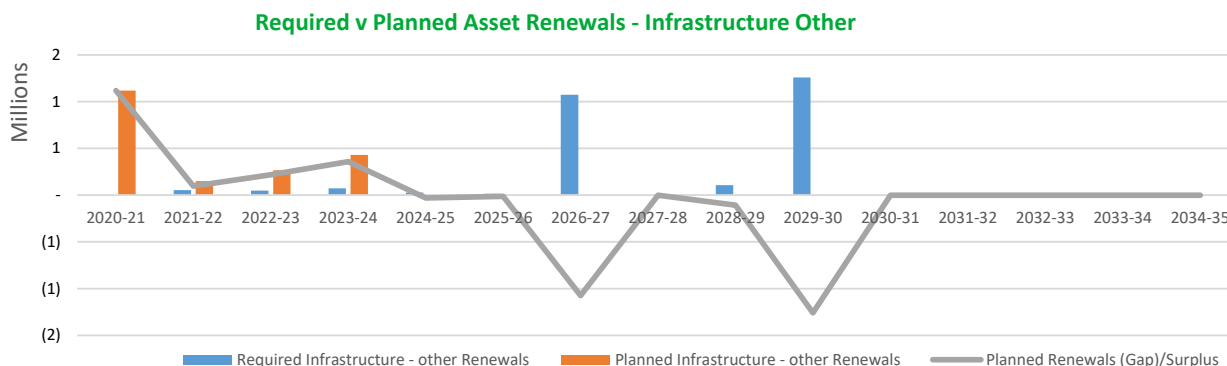
3.2 Inventory

Other infrastructure was valued by independent professional valuers in 2020, based on an inspection undertaken. The replacement costs contained within the valuation report is shown in the table to the below. An inventory of other infrastructure is maintained within the Shire's financial management system.

Infrastructure Other	Current Replacement Cost (\$)
Transport Infrastructure	271,229
Water Catchment	391,895
Community Infrastructure	36,775
Sporting Infrastructure	358,772
Tourism Infrastructure	1,035,602
Signage	1,652,955
Refuse Site	41,033
Infrastructure Other Total	3,788,261

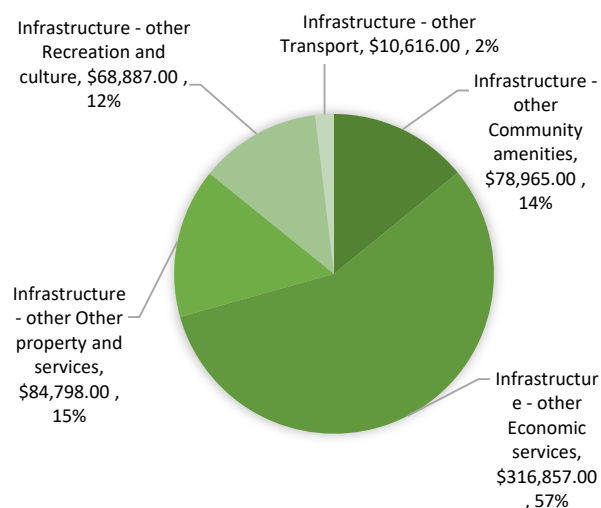
3.3 Financial Summary

Financial impacts of managing the Shire's other infrastructure assets are broken down into maintenance, new and renewal expenditure, each of which is examined separately as follows.



3.3.3 Maintenance Expenditure

Routine maintenance expenditure is currently forecast based on historical data and staff experience and is considered during the annual budget process. It is comprised of a number of expenditure items including employee cost and materials and contracts and goes falls under a number of programs as shown in the chart below.



3.3.4 Renewal Expenditure

The Plan has a nominal amount forecast for other infrastructure renewal expenditure. The timing of kerbing renewals should be aligned to the renewal of the other infrastructure and requires further detailed analysis and planning.

In the chart below, forecast planned other infrastructure expenditure is shown by the orange columns, with required drainage renewals as the blue columns. The grey line indicates the difference between the two expenditure levels. Planned renewal for other infrastructure over the term of the Plan is \$1.96m. Required other infrastructure renewal is calculated at \$2.65m for the term of the Plan, with a renewal deficit of \$0.69m currently forecast.

Appendix A3 – Drainage (Continued)

3.3.5 Forecast Planned and Required Renewal Expenditure

Other infrastructure renewals are planned during the first four years of the plan. No detailed renewal planning has been undertaken beyond this period. Based on the independent valuer's estimation of remaining useful life required asset renewals have been determined with the caravan park upgrade and airport land improvements giving rise to the two significant required. Required and planned renewals shown in the chart on the previous page are summarised in the table below.

Financial Year	Required Roads Renewals \$	Planned Roads Renewals \$	Roads Renewal Funding (Gap)/Surplus \$
2020-21	-	1,119,000	1,119,000
2021-22	53,568	150,000	96,432
2022-23	47,261	265,000	217,739
2023-24	71,703	430,000	358,297
2024-25	28,683	-	(28,683)
2025-26	14,099	-	(14,099)
2026-27	1,074,005	-	(1,074,005)
2027-28	-	-	-
2028-29	107,070	-	(107,070)
2029-30	1,258,458	-	(1,258,458)
2030-31	-	-	-
2031-32	-	-	-
2032-33	-	-	-
2033-34	-	-	-
2034-35	-	-	-
Total	2,654,847	1,964,000	(690,847)

3.3.6 New Asset Expenditure

No new other infrastructure asset expenditure is planned. External grant funding would be essential to achieve any upgrades or construction of new assets.

Appendix A3 – Infrastructure Other (Continued)

3.4 Level of Service

Level of service measures have not been routinely recorded or reported on. Detailed performance measures and performance targets for drainage construction and maintenance have been developed and are shown in the following tables.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
Infrastructure Other			
Condition	Community and tourism infrastructure are maintained to a high standard with regular mowing, watering, pruning and other maintenance tasks being carried out.	Customer complaints	Under 5 per year
		Community Survey	90% satisfaction
Function	Provide the community and tourists with attractive natural and playground facilities.	Customer Survey	90% satisfaction
Function	To ensure that any maintenance issues that arise are dealt with promptly.	Within 2 working days of notification.	95% addressed.
Safety	To ensure that any maintenance issues or hazards are dealt with promptly.	Issue or hazard is dealt with within one working day of notification. If hazard is serious to be addressed within 1 day of notification	95% addressed.
Cost Effectiveness	Efficient maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.

Appendix A3 – Drainage (Continued)

3.5 Risk Management

An assessment of risks associated with the delivery from other infrastructure assets has identified the following risks and treatment strategies.

Risk	Consequence	Risk Rating	Risk Treatment
Inadequate funding for renewal and maintenance resulting in deterioration of structures and decrease in levels of service	High	High	Ensure priority given through budget process. Ensure that inspection of assets become part of the budget processes to allow funding for assets requiring renewal/maintenance.
Inappropriate technical practices employed for maintenance and renewal resulting in an increased rate of deterioration of asset	High	High	Document best practice technical standards and monitoring procedure to ensure these standards are maintained and used through employee change.
Inadequate values and/or incomplete list of assets used for insurance purposes	High	High	Include internal consultation with asset managers within insurance renewal procedures.
Inappropriate renewal and maintenance methods expose work personnel to unacceptable risks	High	High	Compliance with requirements of OSH legislation. Adoption and documentation of safe systems of work. Staff training.
Reserves contain hazards that may injure employees or community members	High	High	Formalise and document inspection frequency and findings. Formalise elevation flowchart for risks to ensure high and extreme risks are brought to the attention of senior management.

3.6 Improvement

Monitoring and reporting of the key performance measures is important to help ensure levels of service are maintained.

Continued improvement in the knowledge of the other infrastructure (particularly water and sewerage assets and airport assets) is essential for managing other infrastructure. As renewal timing and cost forecasting improves, opportunities for efficiency gains may be identified and included within future plans.

Monitoring of asset conditions will assist in forecasting future asset intervention timings.

Appendix A4 – Footpaths

4.1 Significant Matters

The Shire provides a footpaths for pedestrians and other users. Given the limited length of footpaths in the district no detailed asset inventory is maintained.

4.2 Inventory

Given the limited length of footpaths in the district no detailed asset inventory is maintained. The current replacement cost is not currently recorded.

4.3 Financial Summary

The financial impact of managing the Shire footpaths is broken down into maintenance, new and renewal expenditure each of which is examined separately.

4.4 Maintenance Expenditure

Routine maintenance expenditure is currently forecast based on historical data and staff experience and is considered during the annual budget process. It is comprised materials and contracts.

4.5 New Asset Expenditure

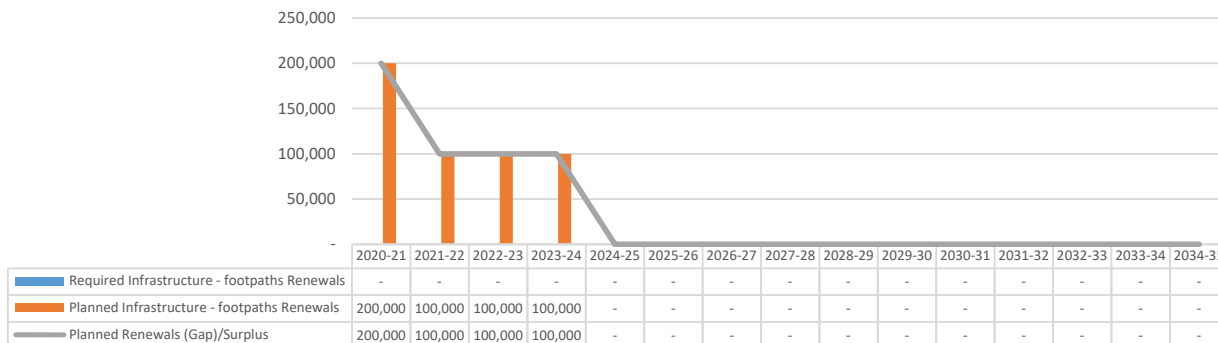
No new footpath asset expenditure is planned. External grant funding would be essential to achieve these upgrades.

4.6 Renewal Expenditure

Footpaths have no detailed forecast required renewal expenditure. Work is prioritised using staff knowledge of the conditions of the footpaths.

In the following chart, forecast planned footpaths expenditure is shown by the orange columns, with no required footpaths renewals. The grey line indicates the difference between the two expenditure levels. Planned renewals for footpaths for the term of the Plan is \$500k, however no footpath renewal are required for the term of the Plan.

Required v Planned Asset Renewals - Infrastructure Footpaths



Appendix A4 – Footpaths (Continued)

4.7 Level of Service

Levels of service have not been previously monitored. Detailed performance measures and performance targets for footpaths are defined in the table below.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
Condition	Footpaths are maintained to a reasonable standard and on a regular basis.	Customer complaints.	Two complaints per year.
		Routine footpath inspection.	Two per year with managers.
Function	To ensure that all footpaths are maintained in order to provide a useable and safe footpaths network for users.	Customer complaints.	Two complaints per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 2 working days of notification.	95% addressed.
Safety	To provide a footpath network that is free of hazards.	Hazard removed within 2 hours of notification.	95% addressed.
Cost Effectiveness	Efficient footpath maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.

4.8 Risk Management

An assessment of risks associated with holding furniture and equipment items has identified the following risks and the treatment strategy for each risk.

Risk	Consequence	Risk Rating	Risk Treatment Plan
Climate Change.	Likelihood of severe storm damage increases.	Medium	Consider climate change when managing assets.
Significant unforeseen increases in maintenance or renewal costs.	Desired level of service not maintained.	Medium	Monitor costs and adjust long-term plans accordingly.
Asset condition decreases due to inadequate renewal program.	Desired level of service not maintained.	Medium	Determine maintenance priorities based on lifecycle cost.
Sudden significant changes in population.	Sudden increase in level of service requirements.	Medium	Monitor population trends and industry developments in the region.
Asset condition decreases due to inadequate maintenance program.	Desired level of service not maintained.	Low	Determine maintenance priorities, based on risk assessment and lifecycle cost.
Traffic incident attributable to sub-standard road conditions or road layout.	Liability risk.	Low	Footpath network is maintained in compliance with applicable standards.
Health and safety incident whilst working on assets causing fatality or serious injury.	Prosecution risk.	Low	Ensure Council has compliant H&S policy.
			Ensure staff and contractors are trained in policy and all procedures are complied with.

4.9 Improvement Plan

Allocating resources to improving asset management planning for footpaths is not currently viewed as a priority as the associated risks are able to be managed through annual operational planning.

Appendix A5 – Buildings

5.1 Significant Matters

The Shire controls building assets which are vital to the provision of administrative, housing depot and recreational facilities to the community.

The long life and high cost of renewing buildings results in significant spikes in future funding requirements as a building reaches a stage in its lifecycle when it can no longer provide the desired level of service. New design criteria usually result in buildings being constructed to a different standard on renewal which often results in the need for additional funding. Planning for adequate future funding of building renewals is one of the most significant long-term challenges for the Shire.

5.2 Inventory

Land and buildings were valued by independent professional valuers in 2017, based on an inspection undertaken. The written down value of buildings . A building inventory is maintained within the Shire's financial management system.

5.2.1 Composition of Estimated Current Replacement Cost of Building Assets

Buildings	Current Replacement Cost (\$)
Other Housing	511,937
Staff Housing	1,500,050
Buildings Total	2,011,987

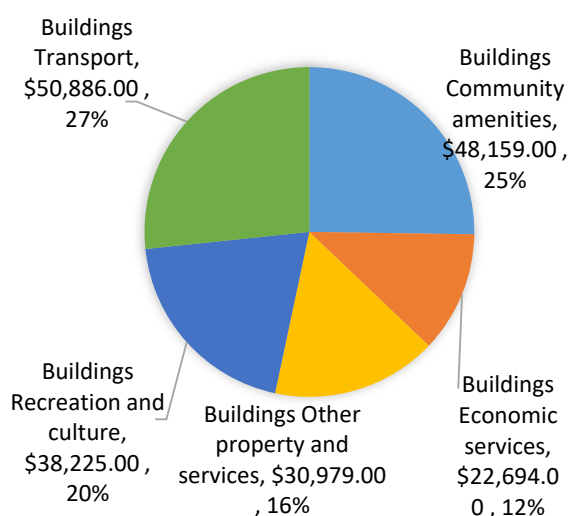
Appendix A5 – Buildings (Continued)

5.3 Financial Summary

The financial impacts of managing the Shire building assets has been broken down into maintenance, new and renewal expenditure, each of which is examined separately.

5.3.1 Maintenance Expenditure by Program

Routine maintenance expenditure is forecast to increase in line with inflation. A detailed building maintenance plan has been developed to help ensure buildings are maintained at a level to maximise their useful life and minimise the need to renew entire building structures.



5.3.2 New/Upgrade Asset Expenditure

No additional items are forecast to be required over the life of this Plan.

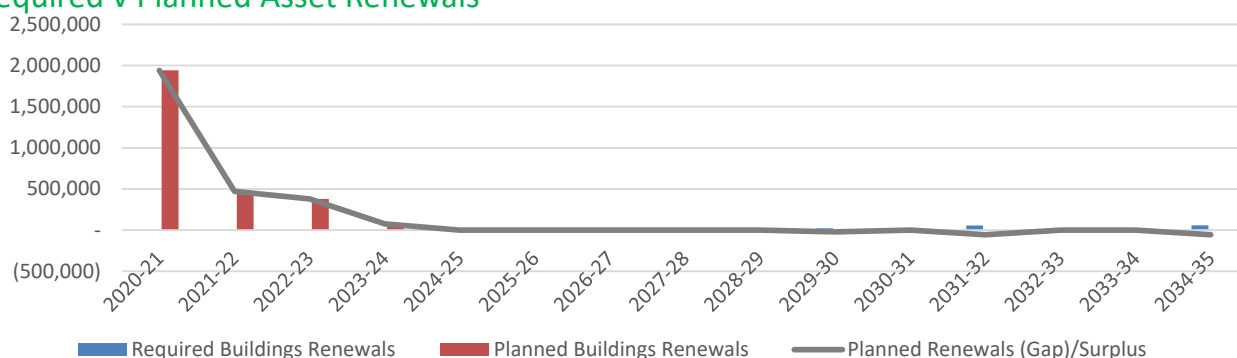
5.3.3 Forecast Planned and Required Building Renewal Expenditure

Using the estimated remaining useful life and the 'reinstatement with new' values provided in the independent valuation report, the timing and extent of future required property renewals has been forecast (adjusted for inflation). Whilst the valuation indicates the required renewal timings given the forecast level of planned maintenance building assets are expected to last well beyond the indicated renewal timings.

The table below details the required building renewal as per the latest building valuations.

	Required Building Renewals \$	Planned Building Renewals \$	Building Renewal Funding (Deficit)/Surplus \$
2020-21	-	1,940,500	1,940,500
2021-22	-	470,000	470,000
2022-23	-	380,000	380,000
2023-24	-	75,000	75,000
2024-25	-	-	-
2025-26	-	-	-
2026-27	-	-	-
2027-28	-	-	-
2028-29	-	-	-
2029-30	21,525	-	(21,525)
2030-31	-	-	-
2031-32	56,411	-	(56,411)
2032-33	-	-	-
2033-34	-	-	-
2034-35	56,578	-	(56,578)
Total	134,514	2,865,500	2,730,986

Required v Planned Asset Renewals



5.4 Level of Service

Detailed performance measures and performance targets for buildings are defined in the table below.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
Condition	The buildings meet the expectations of the community.	Customer complaints.	Two per year per building.
Function	To provide the communities with a facility that can be utilised for the purpose it was designed for.	Customer complaints.	Two per year per building.
Safety	The building is safe and suitable for its intended use.	Number of injury claims	0 claims.

5.5 Risk Management

An assessment of risks associated with maintaining an inventory of building assets has identified the following risks and the treatment strategy for each risk.

Risk	Consequence	Risk Rating	Risk Treatment Plan
Public Liability incident attributable to sub-standard property conditions or property layout.	Liability Risk.	Medium	Ensure property assets are maintained in compliance with applicable standards.
Climate Change.	Likelihood of severe storm damage increases.	Medium	Consider climate change impacts when designing and managing assets.
Significant unforeseen increases in maintenance or renewal costs.	Desired level of service not maintained.	Medium	Monitor costs and adjust long-term plans accordingly.
Asset condition decreases due to inadequate renewal program.	Desired level of service not maintained.	Medium	Determine maintenance priorities based risk and on lifecycle cost.
Asset condition decreases due to inadequate maintenance program.	Desired level of service not maintained.	Low	Determine maintenance priorities based risk assessment and lifecycle cost.
Sudden significant increase in population.	Sudden increase in level of service requirements.	Low	Monitor population trends and industry developments in the region.
Health and safety incident whilst working on assets causing fatality or serious injury.	Prosecution risk.	Low	Ensure council has compliant Health and Safety policy. Ensure staff and contractors are trained in policy and all procedures are complied with.

5.6 Improvement

Improving asset management planning for buildings is not currently viewed as a priority, as risks are able to be managed through annual planning and improvements are limited by funding availability. Demand for building assets is expected to remain relatively stable into the future.

Enhanced monitoring and reporting of the key performance measures is important to help ensure the adequate maintenance of the Shire's build

Appendix A6 – Plant and Equipment

Appendix A6 – Plant and Equipment (Continued)

6.1 Significant Matters

The Shire has a large plant and equipment portfolio which includes items such as graders, tractors, prime movers and passenger vehicles. It also owns an extensive listing of furniture and equipment, such as office furniture, IT and communication equipment, to support operations.

A 15 year plant replacement program is updated on an annual basis as part of the Shire’s annual budget process. Heavy plant is considered a critical asset, given the part it plays in responding to any natural emergency within the Shire.

6.2 Inventory

The table below separates the Shire’s plant and equipment into the major asset types and shows the current replacement cost as per the Shire’s internally produced plant replacement program. A register of plant and equipment is maintained within the financial reporting system.

6.2.1 Composition of Estimated Current Replacement Cost of Plant and Equipment Assets

Asset	Current Replacement Cost \$
Heavy Plant	1,587,543
Light Plant	36,179
Sundry	12,762
Vehicles	419,257
Total	2,055,741

6.3 Financial Summary

The financial impacts of managing the Shire plant and equipment assets is broken down into maintenance, new and renewal expenditure, each of which is examined separately.

Maintenance is undertaken in accordance with manufacturers’ guidelines and is provided for within the annual budget and this Plan. No significant changes to maintenance or operating expenditure are forecast.

6.3.1 New Expenditure

The current fleet of plant and equipment is forecast to maintain the requirements of the Shire and no additional items are forecast to be required over the life of this Plan.

6.3.2 Renewal Expenditure

The plant replacement program is updated annually and is expected to remain fully funded by annual allocations to the Plant Replacement Cash Reserve.

The Plan has annual allocations for plant replacement expenditure based on the adopted program. In the chart below at 7.3.3, planned expenditure is shown as the grey columns with required renewals shown as the orange columns. The blue line shows the variation between the two expenditure levels.

Appendix A6 – Plant and Equipment (Continued)

6.3.3 Forecast Planned and Required Plant and Equipment Renewal Expenditure

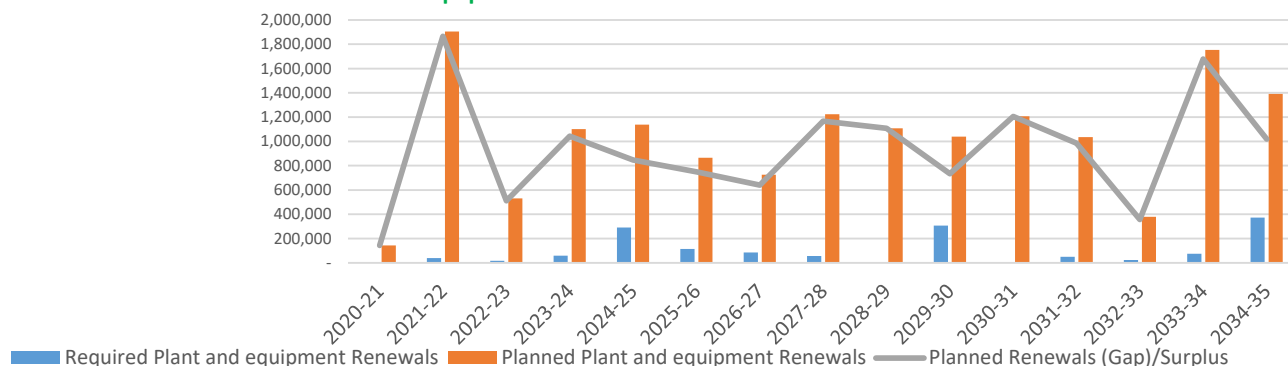
The chart reflects a lack of correlation between the Plant Replacement Program and the estimated useful life of plant and equipment provided by the valuers as the plant replacement program has been modified to available financial resources. The Plan overall has a funding surplus of \$14m over the term of the Plan with planned renewals of \$15.5m and required asset renewals of \$1.5m.

6.3.4 Plant Disposals

This Plan incorporates the Shire's 15 year Plant Replacement Program. The Plant Replacement Program outlines the purchase, disposal and funding elements for plant and equipment.

	Required Plant Renewals \$	Planned Plant Renewals \$	Plant Renewal Funding (Deficit)/Surplus \$
2020-21	364	144,000	143,636
2021-22	39,312	1,904,465	1,865,153
2022-23	17,758	529,821	512,063
2023-24	58,970	1,101,868	1,042,898
2024-25	290,943	1,138,852	847,909
2025-26	115,508	864,890	749,382
2026-27	85,169	725,589	640,420
2027-28	56,777	1,223,847	1,167,070
2028-29	-	1,108,165	1,108,165
2029-30	306,716	1,040,037	733,321
2030-31	465	1,206,639	1,206,174
2031-32	50,323	1,035,472	985,149
2032-33	22,733	378,921	356,188
2033-34	75,486	1,753,905	1,678,419
2034-35	372,431	1,391,930	1,019,499
Total	1,492,955	15,548,401	14,055,446

Required v Planned Asset Renewals - Plant & Equipment



Appendix A6 – Plant and Equipment (Continued)

6.4 Level of Service

Level of service measures were defined within the Shire's previously adopted Asset Management Plan.

Detailed performance measures and performance targets for plant and equipment replacement and maintenance are defined in the following table.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target
Fleet Management			
Function	To ensure Council employees are able to meet Council requirements.	Council plant and equipment is serviceable for all Council programs.	90% satisfaction.
	To ensure that Councils Capital Works Program is completed.	Capital Works Program completed on time and within budget.	100% completed and within budget.
	To ensure that any maintenance requirements are carried out.	Maintenance schedule adhered to.	100% completed and on time.
Compliance	All vehicles and plant are operated as they have been designed to do and in a safe manner.	Number of complaints/number of fines.	Two per year.

6.5 Risk Management

An assessment of risks associated with holding plant and equipment items has identified the following risks and the treatment strategy for each risk.

Risk Details	Consequence	Risk Rating	Treatment Strategy
Inadequate funding for renewal and maintenance resulting in deterioration of plant and equipment and an increase in maintenance and operating costs.	Desired level of service not maintained.	High	Ensure funding for renewals included within the plant replacement program and budgets.
Existing plant and equipment assets do not comply with regulations.	Prosecution risk.	High	Regular scheduled inspection and maintenance on all plant and equipment. Ensure safety systems in line with regulations.

6.6 Improvement Plan

Improving asset management planning for plant and equipment is not currently viewed as a priority as risks are able to be managed through annual operational planning. Demand for plant and equipment assets is expected to remain relatively stable into the future.

Appendix A7 – Furniture and Equipment

7.1 Significant Matters

The Shire owns an extensive listing of furniture and equipment, such as office furniture, IT and communication equipment, to support operations.

7.2 Inventory

The table below separates the Shire’s furniture and equipment into the major asset types and shows the current replacement cost. A register of furniture and equipment is maintained within the financial reporting system.

7.2.1 Composition of Estimated Current Replacement Cost of Furniture and Equipment Assets

Asset	Current Replacement Cost \$
Furniture	10,005
Information and Communication Technology	48,493
Electronic Records Management System	12,351
Other	3,887
Total	75,187

7.3

Financial Summary

The financial impacts of managing the Shire plant and equipment assets is broken down into maintenance, new and renewal expenditure, each of which is examined separately.

Maintenance is undertaken in accordance with manufacturers’ guidelines and is provided for within the annual budget and this Plan. No significant changes to maintenance or operating expenditure are forecast.

7.3.1 New Expenditure

The current fleet of plant and equipment is forecast to maintain the requirements of the Shire and no additional items are forecast to be required over the life of this Plan.

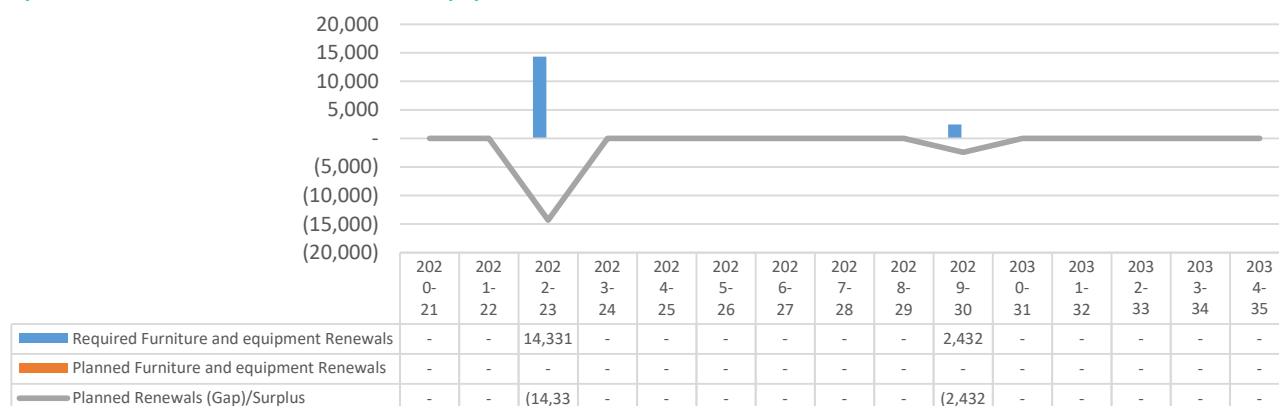
7.3.2 Renewal Expenditure

The Shire does not have a replacement/renewal or maintenance program for furniture and equipment. Furniture and equipment purchases are considered on an annual basis as part of the Shire’s annual budget allocations and are not planned in detail. The exception to this is significant expenditure such as IT upgrades or expansion, which is considered within this Plan.

Forecast Planned and Required Furniture and Equipment Renewal Expenditure

The chart reflects a lack of correlation between the forecast required and planned renewals with furniture and equipment planned to be renewed within the normal budget cycles

Required v Planned Asset - Furniture and Equipment Renewals



Appendix A7 – Furniture and Equipment (Continued)

7.4 Level of Service

Level of service measures have not been defined or monitored for furniture and equipment for reasons of materiality.

7.5 Risk Management

An assessment of risks associated with holding furniture and equipment items has identified the following risks and the treatment strategy for each risk.

Risk Details	Consequence	Risk Rating	Treatment Strategy
Inadequate funding for renewal and maintenance resulting in deterioration of furniture and equipment and an increase in maintenance and operating costs or failure of the equipment.	Desired level of service not maintained.	High	Ensure funding for renewals included within annual budgets.
Existing furniture and equipment assets do not comply with regulations.	Prosecution risk.	High	Regular scheduled inspection and maintenance on all furniture and equipment. Ensure safety systems in line with regulations.

7.6 Improvement Plan

Improving asset management planning for furniture and equipment is not currently viewed as a priority as risks are able to be managed through annual operational planning. Demand for furniture and equipment assets is expected to remain relatively stable into the future.

Appendix A8 – Estimated Asset Life and Residual Value

The table below lists the estimated useful life and residual value of assets to sub-class level. These values were used to calculate the planned renewal and depreciation of an asset.

Asset Class	Asset Sub-Class	Pavement Type	Estimated Useful Life	Materials Remaining in-situ
Infrastructure - footpaths			50	
Infrastructure - other			50	
Infrastructure - parks and gardens			50	
Infrastructure - Roads	Pavement Structure	Unsealed - Low Use	25	
Infrastructure - Roads	Pavement Structure	Thin Surfaced Flexible	80	
Infrastructure - Roads	Pavement Structure	Structural Asphaltic Concrete	80	
Infrastructure - Roads	Pavement Structure	Structural Asphaltic Concrete	80	
Infrastructure - Roads	Pavement Structure	Unsealed - High Use	15	
Infrastructure - Roads	Pavement Structure	Unsealed - High Use	15	
Infrastructure - Roads	Pavement Structure	Unsealed	35	
Infrastructure - Roads	Pavement Structure	Unsealed	35	
Infrastructure - Roads	Pavement Structure	Thin Surfaced Flexible	80	
Infrastructure - Roads	Subgrade Structure	Unsealed	100	100%
Infrastructure - Roads	Subgrade Structure	Structural Asphaltic Concrete	100	100%
Infrastructure - Roads	Subgrade Structure	Unsealed	100	100%
Infrastructure - Roads	Subgrade Structure	Structural Asphaltic Concrete	100	100%
Infrastructure - Roads	Subgrade Structure	Thin Surfaced Flexible	100	100%
Infrastructure - Roads	Subgrade Structure	Thin Surfaced Flexible	100	100%
Infrastructure - Roads	Surface Structure	Thin Surfaced Flexible	15	
Infrastructure - Roads	Surface Structure	Unsealed		
Infrastructure - Roads	Surface Structure	Structural Asphaltic Concrete	15	
Infrastructure - Roads	Surface Structure	Structural Asphaltic Concrete	15	
Infrastructure - Roads	Surface Structure	Thin Surfaced Flexible	15	
Infrastructure - Roads	Surface Structure	Unsealed		

Asset Class	Asset Sub-Class	Estimated Useful Life	Estimated Residual Value %
Buildings		50	
Buildings - specialised		50	
Furniture and equipment		20	
Plant and Equipment		10	60%

Appendix B1 – Forecast Financial Statements

Financial Statements

The following forecast financial statements have been prepared and are included at the end of the Plan.

These forecast statements have been prepared within a framework which accords with the Australian Accounting Standards.

The statements have been prepared based on a number of forecasts and estimates, and readers should ensure they have read and understood the reliance section on page 44 under Other Matters.

Statements of Comprehensive Income

Often referred to as the operating statement, it shows the revenues and expenses over the periods classified by two methods (by Program and Nature or Type) to disclose a net result.

Statement of Financial Position

More commonly referred to as the Balance Sheet, this statement discloses the forecast changes in the balance of assets and liability accounts over the periods.

Statement of Changes in Equity

This statement discloses the changes in equity over the forecast period. It shows the impact of operations on net assets and the movement in cash backed and revaluation reserves.

Statement of Cashflows

Represents the forecast cash inflows and outflows and discloses the changes to the balance of cash over the period.

Statement of Funding

A statement combining operating and capital revenues and expenses and discloses the opening and closing net current forecast surplus (deficit) funding position for each year.

Statement of Net Current Asset Composition

A statement showing how the closing estimated surplus/deficit has been calculated.

Statement of Fixed Asset Movements

A summary of the impact of the Plan on the value of fixed assets over the period. It discloses the movements in the net value of property, plant, and equipment and infrastructure.

Refer to Appendix B12 – Forecast Significant Accounting Policies

Statement of Fixed Asset Funding

A summary of the capital expenditure by asset class and the source of funding for each class.

Forecast Ratios

The forecast ratios required by the regulations and discussed earlier under monitoring and performance.

Nature or Type

A number of statements in the Plan are disclosed using nature or type descriptors of revenue and expenditure (for example Rates and Employee Costs). This classification is in accordance with Schedule 1 of the Local Government (Financial Management) Regulation 1996.

Appendix B1 – Forecast Financial Statements (Continued)

Service Programs

The Shire provides a wide variety of services to the community in order to achieve its vision and objectives. The following service program descriptions as per the *Local Government (Financial Management) Regulations 1996* are used in the Plan to represent these services, however not all services listed may be provided by the Shire of Menzies.

Objectives	Services
Governance	Members of Council
	Governance – general
General purpose funding	Rates
	Other general purpose funding
Law, order, public safety	Fire prevention
	Animal control
	Other law, order, public safety
	Other health
Health	Maternal and infant health
	Preventative services
	- Immunisation
	- Meat inspection
	- Administration and inspection
	- Pest control
	- Other
	Other health
Education and welfare	Pre-school
	Other education
	Care of families and children
	Aged and disabled
	- Senior citizens centres
	- Meals on wheels
	Other welfare
Housing	Staff housing
	Other housing
Community amenities	Sanitation
	- Household refuse
	- Other
	Sewerage
	Urban stormwater drainage
	Protection of environment
	Town planning and regional development
Other community amenities	

Objectives	Services
Recreation and culture	Public halls, civic centre
	Swimming areas
	Other recreation and sport
	Television and radio re-broadcasting
	Libraries
Transport	Other culture
	Streets, roads, bridges, depots
	- Construction (not capitalised)
	- Maintenance
	Road plant purchase (if not capitalised)
	Parking facilities
	Traffic control
Economic services	Aerodromes
	Water transport facilities
	Rural services
	Tourism and area promotion
	Building control
	Sale yards and markets
Other property and services	Plant nursery
	Other economic services
	Private works
	Public works overheads
	Plant operation
	Salaries and wages
Unclassified	
	Town Planning Schemes

Appendix B2 – Forecast Statement of Comprehensive Income by Nature or Type 2020 - 2035

	2016-17	2017-18	2018-19	Base	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues																			
Rates	1,229,350	1,285,748	1,315,134	1,447,231	1,419,991	1,476,791	1,535,863	1,597,301	1,661,191	1,727,638	1,796,744	1,868,615	1,943,360	2,021,093	2,101,937	2,186,016	2,273,458	2,364,396	2,458,972
Operating grants, subsidies and contributions	6,578,293	2,457,458	2,430,128	1,511,795	2,474,104	2,523,587	2,574,059	2,625,541	2,678,052	2,731,613	2,786,245	2,841,970	2,898,811	2,956,789	3,015,925	3,076,243	3,137,767	3,200,521	3,264,532
Fees and charges	1,554,203	1,509,057	1,587,992	1,655,006	1,617,169	1,649,511	1,682,504	1,716,151	1,750,474	1,785,485	1,821,201	1,857,625	1,894,772	1,932,665	1,971,317	2,010,735	2,050,952	2,091,975	2,133,812
Interest earnings	66,987	64,093	64,894	26,405	49,258	51,993	52,892	51,111	51,595	52,569	55,689	56,891	57,939	59,805	62,920	64,047	64,849	64,510	68,796
Other revenue	899,705	151,133	295,193	138,264	141,030	143,853	146,730	149,664	152,658	155,709	158,825	162,001	165,240	168,548	171,921	175,362	178,870	182,446	186,097
	10,328,538	5,467,489	5,693,341	4,778,701	5,701,552	5,845,735	5,992,048	6,139,768	6,293,970	6,453,014	6,618,704	6,787,102	6,960,122	7,138,900	7,324,020	7,512,403	7,705,896	7,903,848	8,112,209
Expenses																			
Employee costs	(2,059,644)	(2,126,678)	(2,133,740)	(2,306,423)	(2,308,904)	(2,399,636)	(2,459,637)	(2,521,128)	(2,584,164)	(2,648,770)	(2,715,000)	(2,782,881)	(2,852,450)	(2,923,764)	(2,996,855)	(3,071,778)	(3,148,573)	(3,227,288)	(3,307,969)
Materials and contracts	(6,249,404)	(2,041,576)	(1,787,850)	(2,040,682)	(2,053,259)	(2,119,322)	(2,161,701)	(2,204,932)	(2,249,023)	(2,293,998)	(2,339,882)	(2,386,667)	(2,434,401)	(2,483,119)	(2,532,785)	(2,583,436)	(2,635,115)	(2,687,828)	(2,741,587)
Utility charges	(160,786)	(198,833)	(158,128)	(187,510)	(191,261)	(195,085)	(198,981)	(202,957)	(207,009)	(211,144)	(215,366)	(219,674)	(224,066)	(228,552)	(233,126)	(237,787)	(242,543)	(247,400)	(252,352)
Depreciation on non-current assets	(1,812,933)	(2,004,033)	(2,201,594)	(2,015,110)	(2,211,730)	(2,257,486)	(2,302,303)	(2,348,232)	(2,395,033)	(2,442,217)	(2,488,546)	(2,538,047)	(2,586,970)	(2,638,557)	(2,689,785)	(2,743,344)	(2,797,195)	(2,852,977)	(2,909,142)
Interest expenses	(18,238)	(14,337)	(10,331)	(7,210)	(19,744)	(17,443)	(15,370)	(13,600)	(12,907)	(12,201)	(11,480)	(10,746)	(9,997)	(9,233)	(8,453)	(7,659)	(6,848)	(6,022)	(5,179)
Insurance expenses	(159,597)	(151,514)	(147,871)	(156,295)	(159,422)	(162,609)	(165,861)	(169,175)	(172,560)	(176,008)	(179,531)	(183,125)	(186,786)	(190,522)	(194,329)	(198,217)	(202,180)	(206,225)	(210,348)
Other expenditure	(223,266)	(160,185)	(187,818)	(219,265)	(223,651)	(228,121)	(232,682)	(237,334)	(242,081)	(246,921)	(251,859)	(256,897)	(262,037)	(267,279)	(272,624)	(278,074)	(283,636)	(289,307)	(295,092)
	(10,683,868)	(6,697,156)	(6,627,332)	(6,932,495)	(7,167,971)	(7,379,702)	(7,536,535)	(7,697,358)	(7,862,777)	(8,031,259)	(8,201,664)	(8,378,037)	(8,556,707)	(8,741,026)	(8,927,957)	(9,120,295)	(9,316,090)	(9,517,047)	(9,721,669)
	(355,330)	(1,229,667)	(933,991)	(2,153,794)	(1,466,419)	(1,533,967)	(1,544,487)	(1,557,590)	(1,568,807)	(1,578,245)	(1,582,960)	(1,590,935)	(1,596,585)	(1,602,126)	(1,603,937)	(1,607,892)	(1,610,194)	(1,613,199)	(1,609,460)
Non-operating grants, subsidies and contributions	2,519,715	857,238	519,673	527,462	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463
Fair value adjustments to financial assets at fair value through profit or loss	0	0	30,933	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit on asset disposals	0	0	21,608	12,302	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loss on asset disposal	(721,192)	(15,787)	(73,403)	(79,180)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET RESULT	1,443,193	(388,216)	(435,180)	(1,693,210)	(1,015,956)	(1,083,504)	(1,094,024)	(1,107,127)	(1,118,344)	(1,127,782)	(1,132,497)	(1,140,472)	(1,146,122)	(1,151,663)	(1,153,474)	(1,157,429)	(1,159,731)	(1,162,736)	(1,158,997)
Other comprehensive income	1,105,656	(20,518,210)	0	0	1,759,093	1,769,135	1,775,575	1,792,429	1,804,048	1,816,041	1,823,892	1,836,373	1,850,150	1,860,414	1,868,605	1,881,310	1,896,224	1,908,910	1,916,662
TOTAL COMPREHENSIVE INCOME	2,548,849	(20,906,426)	(435,180)	(1,693,210)	743,137	685,631	681,551	685,302	685,704	688,259	691,395	695,901	704,028	708,751	715,131	723,881	736,493	746,174	757,665

Appendix B3 – Forecast Statement of Comprehensive Income by Program 2020 - 2035

	2016-17	2017-18	2018-19	Base	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenue																			
Governance	15,541	3,252	63,712	7,502	7,646	7,799	7,955	8,114	8,276	8,441	8,611	8,784	8,959	9,138	9,320	9,506	9,695	9,889	10,087
General purpose funding	4,175,557	3,275,156	3,337,405	2,431,402	3,442,917	3,541,927	3,642,161	3,742,886	3,849,151	3,959,300	4,075,109	4,192,637	4,313,773	4,439,622	4,570,757	4,704,083	4,841,408	4,982,068	5,131,994
Law, order, public safety	68,810	121,296	55,792	108,123	65,839	67,156	68,498	69,870	71,267	72,692	74,145	75,628	77,140	78,683	80,257	81,862	83,499	85,167	86,872
Health	2,524	1,782	2,039	2,250	2,250	2,295	2,340	2,387	2,434	2,482	2,532	2,583	2,635	2,687	2,741	2,795	2,850	2,908	2,967
Housing	77,914	83,460	107,917	129,105	129,222	131,807	134,449	137,135	139,878	142,678	145,537	148,442	151,406	154,431	157,515	160,659	163,877	167,155	170,496
Community amenities	311,371	320,339	326,586	341,446	341,446	348,275	355,241	362,347	369,594	376,985	384,524	392,215	400,060	408,061	416,223	424,548	433,039	441,701	450,534
Recreation and culture	404,384	325,710	322,088	293,773	257,288	262,434	267,681	273,034	278,495	284,064	289,745	295,542	301,452	307,483	313,634	319,908	326,306	332,833	339,490
Transport	3,818,165	432,486	556,245	512,318	521,358	531,786	542,422	553,270	564,335	575,622	587,135	598,878	610,857	623,076	635,538	648,248	661,213	674,437	687,926
Economic services	1,394,674	846,140	880,949	914,782	894,826	912,721	930,975	949,593	968,585	987,956	1,007,716	1,027,870	1,048,426	1,069,396	1,090,785	1,112,599	1,134,850	1,157,548	1,180,698
Other property and services	59,598	57,868	40,608	38,000	38,760	39,535	40,326	41,132	41,955	42,794	43,650	44,523	45,414	46,323	47,250	48,195	49,159	50,142	51,145
	10,328,538	5,467,489	5,693,341	4,778,701	5,701,552	5,845,735	5,992,048	6,139,768	6,293,970	6,453,014	6,618,704	6,787,102	6,960,122	7,138,900	7,324,020	7,512,403	7,705,896	7,903,848	8,112,209
Expenses excluding finance costs																			
Governance	(250,440)	(280,261)	(237,720)	(277,704)	(249,672)	(283,873)	(293,863)	(304,162)	(314,779)	(325,714)	(336,987)	(348,607)	(360,578)	(372,928)	(385,640)	(398,738)	(412,239)	(426,146)	(440,467)
General purpose funding	(110,340)	(107,211)	(101,229)	(115,631)	(117,944)	(120,302)	(122,708)	(125,161)	(127,663)	(130,217)	(132,822)	(135,478)	(138,187)	(140,951)	(143,770)	(146,645)	(149,578)	(152,570)	(155,622)
Law, order, public safety	(282,506)	(315,135)	(323,167)	(319,668)	(313,579)	(320,134)	(326,790)	(333,591)	(340,536)	(347,613)	(354,806)	(362,189)	(369,696)	(377,399)	(385,234)	(393,260)	(401,439)	(409,808)	(418,340)
Health	(63,426)	(69,937)	(62,082)	(80,865)	(82,500)	(84,162)	(85,858)	(87,589)	(89,355)	(91,154)	(92,990)	(94,864)	(96,776)	(98,727)	(100,715)	(102,744)	(104,814)	(106,927)	(109,082)
Housing	(158,206)	(205,567)	(222,560)	(231,263)	(245,442)	(250,559)	(255,669)	(260,898)	(266,228)	(271,635)	(277,055)	(282,717)	(288,401)	(294,312)	(300,251)	(306,393)	(312,615)	(319,019)	(325,511)
Community amenities	(596,008)	(655,063)	(695,784)	(738,587)	(759,305)	(775,592)	(792,179)	(809,128)	(826,444)	(844,122)	(862,133)	(880,592)	(899,408)	(918,685)	(938,337)	(958,449)	(978,976)	(999,973)	(1,021,405)
Recreation and culture	(2,105,055)	(2,291,340)	(2,069,487)	(2,234,519)	(2,332,729)	(2,387,472)	(2,437,752)	(2,489,173)	(2,541,676)	(2,595,106)	(2,649,051)	(2,704,935)	(2,761,460)	(2,819,788)	(2,878,867)	(2,939,665)	(3,001,486)	(3,064,935)	(3,129,483)
Transport	(5,317,469)	(1,611,670)	(1,757,313)	(1,782,980)	(1,875,758)	(1,915,776)	(1,955,992)	(1,997,143)	(2,039,147)	(2,081,853)	(2,124,848)	(2,169,535)	(2,214,629)	(2,261,268)	(2,308,421)	(2,357,031)	(2,406,407)	(2,457,132)	(2,508,675)
Economic services	(1,712,004)	(1,019,133)	(1,109,589)	(1,106,568)	(1,133,470)	(1,162,393)	(1,187,903)	(1,213,984)	(1,240,646)	(1,267,882)	(1,295,660)	(1,324,132)	(1,353,187)	(1,382,953)	(1,413,325)	(1,444,422)	(1,476,187)	(1,508,692)	(1,541,893)
Other property and services	(70,176)	(127,502)	(38,070)	(37,500)	(37,828)	(61,996)	(62,451)	(62,929)	(63,396)	(63,762)	(63,832)	(64,242)	(64,388)	(64,782)	(64,944)	(65,289)	(65,501)	(65,823)	(66,012)
	(10,665,630)	(6,682,819)	(6,617,001)	(6,925,285)	(7,148,227)	(7,362,259)	(7,521,165)	(7,683,758)	(7,849,870)	(8,019,058)	(8,190,184)	(8,367,291)	(8,546,710)	(8,731,793)	(8,919,504)	(9,112,636)	(9,309,242)	(9,511,025)	(9,716,490)
Finance costs																			
Governance	(8,402)	(5,854)	(3,203)	(1,556)	(297)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Economic services	(9,836)	(8,483)	(7,128)	(5,654)	(15,598)	(14,945)	(14,279)	(13,600)	(12,907)	(12,201)	(11,480)	(10,746)	(9,997)	(9,233)	(8,453)	(7,659)	(6,848)	(6,022)	(5,179)
Other property and services	0	0	0	0	(3,849)	(2,498)	(1,091)	0	0	0	0	0	0	0	0	0	0	0	0
	(18,238)	(14,337)	(10,331)	(7,210)	(19,744)	(17,443)	(15,370)	(13,600)	(12,907)	(12,201)	(11,480)	(10,746)	(9,997)	(9,233)	(8,453)	(7,659)	(6,848)	(6,022)	(5,179)
Non operating grants, subsidies and contributions																			
Recreation and culture	1,537,749	3,636	75,480	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transport	971,607	853,602	438,068	527,462	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463
Economic services	0	0	6,125	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2,519,715	857,238	519,673	527,462	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463
Profit/(loss) on disposal of assets																			
Governance	(35,000)	(2,846)	(9,806)	(6,066)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Law, order, public safety	0	0	(8,460)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recreation and culture	(25,467)	0	(4,016)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transport	(640,725)	(12,941)	(29,513)	(60,812)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	(721,192)	(15,787)	(51,795)	(66,878)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fair value adjustments to financial assets at fair value through profit or loss	0	0	30,933	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET RESULT	1,443,193	(388,216)	(435,180)	(1,693,210)	(1,015,956)	(1,083,504)	(1,094,024)	(1,107,127)	(1,118,344)	(1,127,782)	(1,132,497)	(1,140,472)	(1,146,122)	(1,151,663)	(1,153,474)	(1,157,429)	(1,159,731)	(1,162,736)	(1,158,997)

Refer to Appendix B15 – Forecast Significant Accounting Policies

Other comprehensive income	1,105,656	(20,518,210)	0	0	1,759,093	1,769,135	1,775,575	1,792,429	1,804,048	1,816,041	1,823,892	1,836,373	1,850,150	1,860,414	1,868,605	1,881,310	1,896,224	1,908,910	1,916,662
TOTAL COMPREHENSIVE INCOME	2,548,849	(20,906,426)	(435,180)	(1,693,210)	743,137	685,631	681,551	685,302	685,704	688,259	691,395	695,901	704,028	708,751	715,131	723,881	736,493	746,174	757,665

Appendix B4 – Forecast Statement of Financial Position 2020 - 2035

	2017	2018	2019	Base	30 June 21	30 June 22	30 June 23	30 June 24	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT ASSETS																			
Unrestricted cash and cash equivalents	2,096,415	1,826,239	1,986,809	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959
Restricted cash and cash equivalent	1,909,228	1,731,502	1,921,160	2,441,907	2,578,641	2,623,605	2,534,587	2,558,826	2,607,453	2,763,492	2,823,614	2,876,010	2,969,273	3,124,990	3,181,261	3,221,501	3,204,480	3,418,825	3,531,942
Trade and other receivables	156,701	144,909	130,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800
Inventories	187,603	125,216	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611
Other assets	0	0	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876
TOTAL CURRENT ASSETS	4,349,947	3,827,866	4,173,256	2,714,153	2,850,887	2,895,851	2,806,833	2,831,072	2,879,699	3,035,738	3,095,860	3,148,256	3,241,519	3,397,236	3,453,507	3,493,747	3,476,726	3,691,071	3,804,188
NON-CURRENT ASSETS																			
Financial assets	0	0	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933	30,933
Other receivables	25,005	14,545	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597	5,597
Property plant and equipment	25,317,632	24,732,817	24,169,921	23,614,868	23,998,360	24,457,993	25,080,852	25,655,793	26,244,007	26,766,147	27,427,695	28,062,448	28,666,021	29,244,757	29,973,737	30,673,676	31,339,490	31,978,452	32,779,793
Infrastructure	86,171,453	66,162,103	65,726,267	66,816,614	66,963,681	67,076,767	67,154,456	67,205,588	67,218,768	67,192,458	67,125,073	67,095,980	67,064,578	66,999,518	66,889,261	66,832,031	66,877,989	66,728,288	66,528,084
TOTAL NON-CURRENT ASSETS	111,514,090	90,909,465	89,932,718	90,468,012	90,998,571	91,571,290	92,271,838	92,897,911	93,499,305	93,995,135	94,589,298	95,194,958	95,767,129	96,280,805	96,899,528	97,542,237	98,254,009	98,743,270	99,344,407
TOTAL ASSETS	115,864,037	94,737,331	94,105,974	93,182,165	93,849,458	94,467,141	95,078,671	95,728,983	96,379,004	97,030,873	97,685,158	98,343,214	99,008,648	99,678,041	100,353,035	101,035,984	101,730,735	102,434,341	103,148,595
CURRENT LIABILITIES																			
Trade and other payables	578,024	384,702	289,012	312,371	312,371	312,371	312,371	312,371	312,371	312,371	312,371	312,371	312,371	312,371	312,371	312,371	312,371	312,371	312,371
Contract liabilities	0	0	0	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)
Current portion of long-term liabilities	66,998	70,599	163,463	912,864	67,948	70,021	34,990	35,683	36,390	37,110	37,845	38,594	39,358	40,137	40,932	41,742	42,568	43,411	44,271
Provisions	203,734	249,539	209,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632	229,632
TOTAL CURRENT LIABILITIES	848,756	704,840	662,107	1,431,508	586,592	588,665	553,634	554,327	555,034	555,754	556,489	557,238	558,002	558,781	559,576	560,386	561,212	562,055	562,915
NON-CURRENT LIABILITIES																			
Long-term borrowings	234,062	163,463	0	0	769,072	699,051	664,061	628,378	591,988	554,878	517,033	478,439	439,081	398,944	358,012	316,270	273,702	230,291	186,020
Provisions	87,648	81,883	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902	91,902
TOTAL NON-CURRENT LIABILITIES	321,710	245,346	91,902	91,902	860,974	790,953	755,963	720,280	683,890	646,780	608,935	570,341	530,983	490,846	449,914	408,172	365,604	322,193	277,922
TOTAL LIABILITIES	1,170,466	950,186	754,009	1,523,410	1,447,566	1,379,618	1,309,597	1,274,607	1,238,924	1,202,534	1,165,424	1,127,579	1,088,985	1,049,627	1,009,490	968,558	926,816	884,248	840,837
NET ASSETS	114,693,571	93,787,145	93,351,965	91,658,755	92,401,892	93,087,523	93,769,074	94,454,376	95,140,080	95,828,339	96,519,734	97,215,635	97,919,663	98,628,414	99,343,545	100,067,426	100,803,919	101,550,093	102,307,758
EQUITY																			
Retained surplus	41,737,438	40,886,937	40,247,898	38,033,941	36,881,251	35,752,783	34,747,777	33,616,411	32,449,440	31,165,619	29,973,000	28,780,132	27,540,747	26,233,367	25,023,622	23,825,953	22,683,243	21,306,162	20,034,048
Reserves - cash backed	1,238,250	1,700,535	1,904,394	2,425,141	2,561,875	2,606,839	2,517,821	2,542,060	2,590,687	2,746,726	2,806,848	2,859,244	2,952,507	3,108,224	3,164,495	3,204,735	3,187,714	3,402,059	3,515,176
Asset revaluation surplus	71,717,883	51,199,673	51,199,673	51,199,673	52,958,766	54,727,901	56,503,476	58,295,905	60,099,953	61,915,994	63,739,886	65,576,259	67,426,409	69,286,823	71,155,428	73,036,738	74,932,962	76,841,872	78,758,534
TOTAL EQUITY	114,693,571	93,787,145	93,351,965	91,658,755	92,401,892	93,087,523	93,769,074	94,454,376	95,140,080	95,828,339	96,519,734	97,215,635	97,919,663	98,628,414	99,343,545	100,067,426	100,803,919	101,550,093	102,307,758

Refer to Appendix B15 – Forecast Significant Accounting Policies

Appendix B5 – Forecast Statement of Changes in Equity 2020 - 2035

	2017	2018	2019	Base	30 June 21	30 June 22	30 June 23	30 June 24	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RETAINED SURPLUS																			
Opening balance	40,294,245	41,737,438	40,886,937	40,247,898	38,033,941	36,881,251	35,752,783	34,747,777	33,616,411	32,449,440	31,165,619	29,973,000	28,780,132	27,540,747	26,233,367	25,023,622	23,825,953	22,683,243	21,306,162
Net result	1,443,193	(388,216)	(435,180)	(1,693,210)	(1,015,956)	(1,083,504)	(1,094,024)	(1,107,127)	(1,118,344)	(1,127,782)	(1,132,497)	(1,140,472)	(1,146,122)	(1,151,663)	(1,153,474)	(1,157,429)	(1,159,731)	(1,162,736)	(1,158,997)
Amount transferred (to)/from reserves		(462,285)	(203,859)	(520,747)	(136,734)	(44,964)	89,018	(24,239)	(48,627)	(156,039)	(60,122)	(52,396)	(93,263)	(155,717)	(56,271)	(40,240)	17,021	(214,345)	(113,117)
Closing balance	41,737,438	40,886,937	40,247,898	38,033,941	36,881,251	35,752,783	34,747,777	33,616,411	32,449,440	31,165,619	29,973,000	28,780,132	27,540,747	26,233,367	25,023,622	23,825,953	22,683,243	21,306,162	20,034,048
RESERVES - CASH/INVESTMENT BACKED																			
Opening balance	1,238,250	1,238,250	1,700,535	1,904,394	2,425,141	2,561,875	2,606,839	2,517,821	2,542,060	2,590,687	2,746,726	2,806,848	2,859,244	2,952,507	3,108,224	3,164,495	3,204,735	3,187,714	3,402,059
Amount transferred to/(from) retained surplus	0	462,285	203,859	520,747	136,734	44,964	(89,018)	24,239	48,627	156,039	60,122	52,396	93,263	155,717	56,271	40,240	(17,021)	214,345	113,117
Closing balance	1,238,250	1,700,535	1,904,394	2,425,141	2,561,875	2,606,839	2,517,821	2,542,060	2,590,687	2,746,726	2,806,848	2,859,244	2,952,507	3,108,224	3,164,495	3,204,735	3,187,714	3,402,059	3,515,176
ASSET REVALUATION SURPLUS																			
Opening balance	71,717,883	51,199,673	51,199,673	51,199,673	51,199,673	52,958,766	54,727,901	56,503,476	58,295,905	60,099,953	61,915,994	63,739,886	65,576,259	67,426,409	69,286,823	71,155,428	73,036,738	74,932,962	76,841,872
Total other comprehensive income	0	0	0	0	1,759,093	1,769,135	1,775,575	1,792,429	1,804,048	1,816,041	1,823,892	1,836,373	1,850,150	1,860,414	1,868,605	1,881,310	1,896,224	1,908,910	1,916,662
Closing balance	71,717,883	51,199,673	51,199,673	51,199,673	52,958,766	54,727,901	56,503,476	58,295,905	60,099,953	61,915,994	63,739,886	65,576,259	67,426,409	69,286,823	71,155,428	73,036,738	74,932,962	76,841,872	78,758,534
TOTAL EQUITY	114,693,571	93,787,145	93,351,965	91,658,755	92,401,892	93,087,523	93,769,074	94,454,376	95,140,080	95,828,339	96,519,734	97,215,635	97,919,666	98,628,414	99,343,545	100,067,426	100,803,919	101,550,093	102,307,758

Appendix B6 – Forecast Statement of Cashflows 2020 - 2035

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash flows from operating activities															
Receipts															
Rates	1,419,991	1,476,791	1,535,863	1,597,301	1,661,191	1,727,638	1,796,744	1,868,615	1,943,360	2,021,093	2,101,937	2,186,016	2,273,458	2,364,396	2,458,972
Operating grants, subsidies and contributions	2,474,104	2,523,587	2,574,059	2,625,541	2,678,052	2,731,613	2,786,245	2,841,970	2,898,811	2,956,789	3,015,925	3,076,243	3,137,767	3,200,521	3,264,532
Fees and charges	1,617,169	1,649,511	1,682,504	1,716,151	1,750,474	1,785,485	1,821,201	1,857,625	1,894,772	1,932,665	1,971,317	2,010,735	2,050,952	2,091,975	2,133,812
Interest earnings	49,258	51,993	52,892	51,111	51,595	52,569	55,689	56,891	57,939	59,805	62,920	64,047	64,849	64,510	68,796
Other revenue	141,030	143,853	146,730	149,664	152,658	155,709	158,825	162,001	165,240	168,548	171,921	175,362	178,870	182,446	186,097
	5,701,552	5,845,735	5,992,048	6,139,768	6,293,970	6,453,014	6,618,704	6,787,102	6,960,122	7,138,900	7,324,020	7,512,403	7,705,896	7,903,848	8,112,209
Payments															
Employee costs	(2,308,904)	(2,399,636)	(2,459,637)	(2,521,128)	(2,584,164)	(2,648,770)	(2,715,000)	(2,782,881)	(2,852,450)	(2,923,764)	(2,996,855)	(3,071,778)	(3,148,573)	(3,227,288)	(3,307,969)
Materials and contracts	(2,053,259)	(2,119,322)	(2,161,701)	(2,204,932)	(2,249,023)	(2,293,998)	(2,339,882)	(2,386,667)	(2,434,401)	(2,483,119)	(2,532,785)	(2,583,436)	(2,635,115)	(2,687,828)	(2,741,587)
Utility charges	(191,261)	(195,085)	(198,981)	(202,957)	(207,009)	(211,144)	(215,366)	(219,674)	(224,066)	(228,552)	(233,126)	(237,787)	(242,543)	(247,400)	(252,352)
Interest expenses	(19,744)	(17,443)	(15,370)	(13,600)	(12,907)	(12,201)	(11,480)	(10,746)	(9,997)	(9,233)	(8,453)	(7,659)	(6,848)	(6,022)	(5,179)
Insurance expenses	(159,422)	(162,609)	(165,861)	(169,175)	(172,560)	(176,008)	(179,531)	(183,125)	(186,786)	(190,522)	(194,329)	(198,217)	(202,180)	(206,225)	(210,348)
Other expenditure	(223,651)	(228,121)	(232,682)	(237,334)	(242,081)	(246,921)	(251,859)	(256,897)	(262,037)	(267,279)	(272,624)	(278,074)	(283,636)	(289,307)	(295,092)
	(4,956,241)	(5,122,216)	(5,234,232)	(5,349,126)	(5,467,744)	(5,589,042)	(5,713,118)	(5,839,990)	(5,969,737)	(6,102,469)	(6,238,172)	(6,376,951)	(6,518,895)	(6,664,070)	(6,812,527)
Net cash provided by (used in) operating activities	745,311	723,519	757,816	790,642	826,226	863,972	905,586	947,112	990,385	1,036,431	1,085,848	1,135,452	1,187,001	1,239,778	1,299,682
Cash flows from investing activities															
Payments for purchase of property, plant & equipment	(529,380)	(599,869)	(829,414)	(687,968)	(733,746)	(728,149)	(808,189)	(810,291)	(703,402)	(788,175)	(874,807)	(877,085)	(761,387)	(853,144)	(946,919)
Payments for construction of infrastructure	(656,796)	(656,796)	(656,796)	(667,098)	(667,304)	(667,514)	(667,729)	(748,947)	(789,633)	(799,861)	(800,093)	(900,330)	(1,050,571)	(900,817)	(901,068)
Proceeds from non-operating grants, subsidies and contributions	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463
Proceeds from sale of plant & equipment	202,980	195,595	258,934	173,190	208,671	273,657	217,101	251,904	184,044	296,217	234,997	272,672	199,215	320,633	254,370
Net cash provided by (used in) investing activities	(532,733)	(610,607)	(776,813)	(731,413)	(741,916)	(671,543)	(808,354)	(856,871)	(858,528)	(841,356)	(989,440)	(1,054,280)	(1,162,280)	(982,865)	(1,143,154)
Cash flows from financing activities															
Repayment of debentures	(75,844)	(67,948)	(70,021)	(34,990)	(35,683)	(36,390)	(37,110)	(37,845)	(38,594)	(39,358)	(40,137)	(40,932)	(41,742)	(42,568)	(43,411)
Net cash provided by (used in) financing activities	(75,844)	(67,948)	(70,021)	(34,990)	(35,683)	(36,390)	(37,110)	(37,845)	(38,594)	(39,358)	(40,137)	(40,932)	(41,742)	(42,568)	(43,411)
Net increase (decrease) in cash held	136,734	44,964	(89,018)	24,239	48,627	156,039	60,122	52,396	93,263	155,717	56,271	40,240	(17,021)	214,345	113,117
Cash at beginning of year	2,462,866	2,599,600	2,644,564	2,555,546	2,579,785	2,628,412	2,784,451	2,844,573	2,896,969	2,990,232	3,145,949	3,202,220	3,242,460	3,225,439	3,439,784
Cash and cash equivalents at the end of year	2,599,600	2,644,564	2,555,546	2,579,785	2,628,412	2,784,451	2,844,573	2,896,969	2,990,232	3,145,949	3,202,220	3,242,460	3,225,439	3,439,784	3,552,901
Reconciliation of net cash provided by operating activities to net result															
Net result	(1,015,956)	(1,083,504)	(1,094,024)	(1,107,127)	(1,118,344)	(1,127,782)	(1,132,497)	(1,140,472)	(1,146,122)	(1,151,663)	(1,153,474)	(1,157,429)	(1,159,731)	(1,162,736)	(1,158,997)
Depreciation	2,211,730	2,257,486	2,302,303	2,348,232	2,395,033	2,442,217	2,488,546	2,538,047	2,586,970	2,638,557	2,689,785	2,743,344	2,797,195	2,852,977	2,909,142
Grants/contributions for the development of assets	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)	(450,463)
Net cash from operating activities	745,311	723,519	757,816	790,642	826,226	863,972	905,586	947,112	990,385	1,036,431	1,085,848	1,135,452	1,187,001	1,239,778	1,299,682

Appendix B7 – Forecast Statement of Funding 2020 - 2035

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES															
Revenues															
Rates	1,419,991	1,476,791	1,535,863	1,597,301	1,661,191	1,727,638	1,796,744	1,868,615	1,943,360	2,021,093	2,101,937	2,186,016	2,273,458	2,364,396	2,458,972
Operating grants, subsidies and contributions	2,474,104	2,523,587	2,574,059	2,625,541	2,678,052	2,731,613	2,786,245	2,841,970	2,898,811	2,956,789	3,015,925	3,076,243	3,137,767	3,200,521	3,264,532
Fees and charges	1,617,169	1,649,511	1,682,504	1,716,151	1,750,474	1,785,485	1,821,201	1,857,625	1,894,772	1,932,665	1,971,317	2,010,735	2,050,952	2,091,975	2,133,812
Interest earnings	49,258	51,993	52,892	51,111	51,595	52,569	55,689	56,891	57,939	59,805	62,920	64,047	64,849	64,510	68,796
Other revenue	141,030	143,853	146,730	149,664	152,658	155,709	158,825	162,001	165,240	168,548	171,921	175,362	178,870	182,446	186,097
	5,701,552	5,845,735	5,992,048	6,139,768	6,293,970	6,453,014	6,618,704	6,787,102	6,960,122	7,138,900	7,324,020	7,512,403	7,705,896	7,903,848	8,112,209
Expenses															
Employee costs	(2,308,904)	(2,399,636)	(2,459,637)	(2,521,128)	(2,584,164)	(2,648,770)	(2,715,000)	(2,782,881)	(2,852,450)	(2,923,764)	(2,996,855)	(3,071,778)	(3,148,573)	(3,227,288)	(3,307,969)
Materials and contracts	(2,053,259)	(2,119,322)	(2,161,701)	(2,204,932)	(2,249,023)	(2,293,998)	(2,339,882)	(2,386,667)	(2,434,401)	(2,483,119)	(2,532,785)	(2,583,436)	(2,635,115)	(2,687,828)	(2,741,587)
Utility charges (electricity, gas, water etc.)	(191,261)	(195,085)	(198,981)	(202,957)	(207,009)	(211,144)	(215,366)	(219,674)	(224,066)	(228,552)	(233,126)	(237,787)	(242,543)	(247,400)	(252,352)
Depreciation on non-current assets	(2,211,730)	(2,257,486)	(2,302,303)	(2,348,232)	(2,395,033)	(2,442,217)	(2,488,546)	(2,538,047)	(2,586,970)	(2,638,557)	(2,689,785)	(2,743,344)	(2,797,195)	(2,852,977)	(2,909,142)
Interest expense	(19,744)	(17,443)	(15,370)	(13,600)	(12,907)	(12,201)	(11,480)	(10,746)	(9,997)	(9,233)	(8,453)	(7,659)	(6,848)	(6,022)	(5,179)
Insurance expense	(159,422)	(162,609)	(165,861)	(169,175)	(172,560)	(176,008)	(179,531)	(183,125)	(186,786)	(190,522)	(194,329)	(198,217)	(202,180)	(206,225)	(210,348)
Other expenditure	(223,651)	(228,121)	(232,682)	(237,334)	(242,081)	(246,921)	(251,859)	(256,897)	(262,037)	(267,279)	(272,624)	(278,074)	(283,636)	(289,307)	(295,092)
	(7,167,971)	(7,379,702)	(7,536,535)	(7,697,358)	(7,862,777)	(8,031,259)	(8,201,664)	(8,378,037)	(8,556,707)	(8,741,026)	(8,927,957)	(9,120,295)	(9,316,090)	(9,517,047)	(9,721,669)
	(1,466,419)	(1,533,967)	(1,544,487)	(1,557,590)	(1,568,807)	(1,578,245)	(1,582,960)	(1,590,935)	(1,596,585)	(1,602,126)	(1,603,937)	(1,607,892)	(1,610,194)	(1,613,199)	(1,609,460)
Funding position adjustments															
Depreciation on non-current assets	2,211,730	2,257,486	2,302,303	2,348,232	2,395,033	2,442,217	2,488,546	2,538,047	2,586,970	2,638,557	2,689,785	2,743,344	2,797,195	2,852,977	2,909,142
Net funding from operational activities	745,311	723,519	757,816	790,642	826,226	863,972	905,586	947,112	990,385	1,036,431	1,085,848	1,135,452	1,187,001	1,239,778	1,299,682
FUNDING FROM CAPITAL ACTIVITIES															
Inflows															
Proceeds on disposal	202,980	195,595	258,934	173,190	208,671	273,657	217,101	251,904	184,044	296,217	234,997	272,672	199,215	320,633	254,370
Non-operating grants, subsidies and contributions	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463
Outflows															
Purchase of property plant and equipment	(529,380)	(599,869)	(829,414)	(687,968)	(733,746)	(728,149)	(808,189)	(810,291)	(703,402)	(788,175)	(874,807)	(877,085)	(761,387)	(853,144)	(946,919)
Purchase of infrastructure	(656,796)	(656,796)	(656,796)	(667,098)	(667,304)	(667,514)	(667,729)	(748,947)	(789,633)	(799,861)	(800,093)	(900,330)	(1,050,571)	(900,817)	(901,068)
Net funding from capital activities	(532,733)	(610,607)	(776,813)	(731,413)	(741,916)	(671,543)	(808,354)	(856,871)	(858,528)	(841,356)	(989,440)	(1,054,280)	(1,162,280)	(982,865)	(1,143,154)
FUNDING FROM FINANCING ACTIVITIES															
Inflows															
Transfer from reserves	416,400	528,503	664,094	547,764	522,421	421,185	557,114	523,734	484,012	455,905	603,036	566,903	603,912	493,486	652,744
Outflows															
Transfer to reserves	(553,134)	(573,467)	(575,076)	(572,003)	(571,048)	(577,224)	(617,236)	(576,130)	(577,275)	(611,622)	(659,307)	(607,143)	(586,891)	(707,831)	(765,861)
Repayment of past borrowings	(75,844)	(67,948)	(70,021)	(34,990)	(35,683)	(36,390)	(37,110)	(37,845)	(38,594)	(39,358)	(40,137)	(40,932)	(41,742)	(42,568)	(43,411)
Net funding from financing activities	(212,578)	(112,912)	18,997	(59,229)	(84,310)	(192,429)	(97,232)	(90,241)	(131,857)	(195,075)	(96,408)	(81,172)	(24,721)	(256,913)	(156,528)
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix B8 – Forecast Statement of Net Current Asset Composition 2020 - 2035

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CURRENT ASSETS															
Unrestricted cash and equivalents	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959	20,959
Restricted cash and cash equivalent	2,578,641	2,623,605	2,534,587	2,558,826	2,607,453	2,763,492	2,823,614	2,876,010	2,969,273	3,124,990	3,181,261	3,221,501	3,204,480	3,418,825	3,531,942
Financial assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trade and other receivables	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800	116,800
Inventories	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611	129,611
Other assets	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876	4,876
CURRENT LIABILITIES															
Trade and other payables	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)	(312,371)
Reserves	(2,561,875)	(2,606,839)	(2,517,821)	(2,542,060)	(2,590,687)	(2,746,726)	(2,806,848)	(2,859,244)	(2,952,507)	(3,108,224)	(3,164,495)	(3,204,735)	(3,187,714)	(3,402,059)	(3,515,176)
Current self supporting loans receivable	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Movement in accrued salaries and wages	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Estimated surplus/deficit June 30 C/Fwd	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)	(23,359)

Appendix B9 – Forecast Statement of Fixed Asset Movements 2020 - 2035

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CAPITAL WORKS - INFRASTRUCTURE															
Infrastructure - roads other	656,796	656,796	656,796	656,796	656,796	656,796	656,796	737,796	778,259	788,259	788,259	888,259	888,259	888,259	888,259
Infrastructure - drainage	0	0	0	0	0	0	0	0	0	0	0	0	150,000	0	0
Infrastructure - streetscapes	0	0	0	10,302	10,508	10,718	10,933	11,151	11,374	11,602	11,834	12,071	12,312	12,558	12,809
Total capital works - infrastructure	656,796	656,796	656,796	667,098	667,304	667,514	667,729	748,947	789,633	799,861	800,093	900,330	1,050,571	900,817	901,068
Represented by:															
Additions - renewal	656,796	656,796	656,796	667,098	667,304	667,514	667,729	748,947	789,633	799,861	800,093	900,330	1,050,571	900,817	901,068
Total Capital Works - Infrastructure	656,796	656,796	656,796	667,098	667,304	667,514	667,729	748,947	789,633	799,861	800,093	900,330	1,050,571	900,817	901,068
Asset movement reconciliation															
Total capital works infrastructure	656,796	656,796	656,796	667,098	667,304	667,514	667,729	748,947	789,633	799,861	800,093	900,330	1,050,571	900,817	901,068
Depreciation infrastructure	(1,846,061)	(1,882,983)	(1,920,642)	(1,959,055)	(1,998,236)	(2,038,200)	(2,078,964)	(2,120,543)	(2,162,955)	(2,206,214)	(2,250,339)	(2,295,345)	(2,341,253)	(2,388,078)	(2,435,839)
Revaluation of infrastructure assets (inflation)	1,336,332	1,339,273	1,341,535	1,343,089	1,344,112	1,344,376	1,343,850	1,342,503	1,341,920	1,341,293	1,339,989	1,337,785	1,336,640	1,337,560	1,334,567
Net movement in infrastructure assets	147,067	113,086	77,689	51,132	13,180	(26,310)	(67,385)	(29,093)	(31,402)	(65,060)	(110,257)	(57,230)	45,958	(149,701)	(200,204)
CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT															
Furniture and equipment	0	30,771	31,386	32,014	32,654	33,307	33,974	34,653	35,346	36,053	36,774	37,510	38,260	39,025	39,805
Plant and equipment	529,380	569,098	798,028	655,954	701,092	694,842	774,215	775,638	668,056	752,122	838,033	839,575	723,127	814,119	907,114
Total capital works property, plant and equipment	529,380	599,869	829,414	687,968	733,746	728,149	808,189	810,291	703,402	788,175	874,807	877,085	761,387	853,144	946,919
Represented by:															
Additions - renewal	529,380	599,869	829,414	687,968	733,746	728,149	808,189	810,291	703,402	788,175	874,807	877,085	761,387	853,144	946,919
Total capital works property, plant and equipment	529,380	599,869	829,414	687,968	733,746	728,149	808,189	810,291	703,402	788,175	874,807	877,085	761,387	853,144	946,919
Asset movement reconciliation															
Total capital works property, plant and equipment	529,380	599,869	829,414	687,968	733,746	728,149	808,189	810,291	703,402	788,175	874,807	877,085	761,387	853,144	946,919
Depreciation property, plant and equipment	(365,669)	(374,503)	(381,661)	(389,177)	(396,797)	(404,017)	(409,582)	(417,504)	(424,015)	(432,343)	(439,446)	(447,999)	(455,942)	(464,899)	(473,303)
Net book value of disposed/written off assets	(202,980)	(195,595)	(258,934)	(173,190)	(208,671)	(273,657)	(217,101)	(251,904)	(184,044)	(296,217)	(234,997)	(272,672)	(199,215)	(320,633)	(254,370)
Revaluation of property, plant and equipment (inflation)	422,761	429,862	434,040	449,340	459,936	471,665	480,042	493,870	508,230	519,121	528,616	543,525	559,584	571,350	582,095
Net movement in property, plant and equipment	383,492	459,633	622,859	574,941	588,214	522,140	661,548	634,753	603,573	578,736	728,980	699,939	665,814	638,962	801,341
CAPITAL WORKS - TOTALS															
Capital works															
Total capital works infrastructure	656,796	656,796	656,796	667,098	667,304	667,514	667,729	748,947	789,633	799,861	800,093	900,330	1,050,571	900,817	901,068
Total capital works property, plant and equipment	529,380	599,869	829,414	687,968	733,746	728,149	808,189	810,291	703,402	788,175	874,807	877,085	761,387	853,144	946,919
Total capital works	1,186,176	1,256,665	1,486,210	1,355,066	1,401,050	1,395,663	1,475,918	1,559,238	1,493,035	1,588,036	1,674,900	1,777,415	1,811,958	1,753,961	1,847,987
Fixed asset movement															
Net movement in infrastructure assets	147,067	113,086	77,689	51,132	13,180	(26,310)	(67,385)	(29,093)	(31,402)	(65,060)	(110,257)	(57,230)	45,958	(149,701)	(200,204)
Net movement in property, plant and equipment	383,492	459,633	622,859	574,941	588,214	522,140	661,548	634,753	603,573	578,736	728,980	699,939	665,814	638,962	801,341
Net movement in fixed assets	530,559	572,719	700,548	626,073	601,394	495,830	594,163	605,660	572,171	513,676	618,723	642,709	711,772	489,261	601,137

Appendix B10 – Forecast Statement of Capital Funding 2020 - 2035

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital expenditure															
Infrastructure - roads other	656,796	656,796	656,796	656,796	656,796	656,796	656,796	737,796	778,259	788,259	788,259	888,259	888,259	888,259	888,259
Infrastructure - drainage	0	0	0	0	0	0	0	0	0	0	0	0	150,000	0	0
Infrastructure - streetscapes	0	0	0	10,302	10,508	10,718	10,933	11,151	11,374	11,602	11,834	12,071	12,312	12,558	12,809
Furniture and equipment	0	30,771	31,386	32,014	32,654	33,307	33,974	34,653	35,346	36,053	36,774	37,510	38,260	39,025	39,805
Plant and equipment	529,380	569,098	798,028	655,954	701,092	694,842	774,215	775,638	668,056	752,122	838,033	839,575	723,127	814,119	907,114
Total - Capital expenditure	1,186,176	1,256,665	1,486,210	1,355,066	1,401,050	1,395,663	1,475,918	1,559,238	1,493,035	1,588,036	1,674,900	1,777,415	1,811,958	1,753,961	1,847,987
Funded by:															
Capital grants & contributions															
Infrastructure - roads other	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463
Total - Capital grants & contributions	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463	450,463
Own source funding															
Infrastructure - roads other	206,333	206,333	206,333	206,333	206,333	206,333	206,333	287,333	327,796	337,796	337,796	437,796	437,796	437,796	437,796
Infrastructure - drainage	0	0	0	0	0	0	0	0	0	0	0	0	150,000	0	0
Infrastructure - streetscapes	0	0	0	10,302	10,508	10,718	10,933	11,151	11,374	11,602	11,834	12,071	12,312	12,558	12,809
Furniture and equipment	0	30,771	31,386	32,014	32,654	33,307	33,974	34,653	35,346	36,053	36,774	37,510	38,260	39,025	39,805
Plant and equipment	326,400	373,503	539,094	482,764	492,421	421,185	557,114	523,734	484,012	455,905	603,036	566,903	523,912	493,486	652,744
Total - Own source funding	532,733	610,607	776,813	731,413	741,916	671,543	808,354	856,871	858,528	841,356	989,440	1,054,280	1,162,280	982,865	1,143,154
Borrowings															
Total - Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other (disposals & C/Fwd)															
Plant and equipment	202,980	195,595	258,934	173,190	208,671	273,657	217,101	251,904	184,044	296,217	234,997	272,672	199,215	320,633	254,370
Total - Other (disposals & C/Fwd)	202,980	195,595	258,934	173,190	208,671	273,657	217,101	251,904	184,044	296,217	234,997	272,672	199,215	320,633	254,370
Total Capital Funding	1,186,176	1,256,665	1,486,210	1,355,066	1,401,050	1,395,663	1,475,918	1,559,238	1,493,035	1,588,036	1,674,900	1,777,415	1,811,958	1,753,961	1,847,987

Appendix B11 – Forecast Ratios 2020 - 2035

	Target Range		Average	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
LIQUIDITY RATIOS																		
Current ratio	> 1.00	> 1.20	0.76	0.66	0.67	0.73	0.74	0.75	0.75	0.76	0.77	0.77	0.78	0.79	0.80	0.81	0.81	0.82
OPERATING RATIOS																		
Operating surplus ratio	> 1.00%	> 15.00%	(40.16%)	(45.44%)	(46.17%)	(45.19%)	(44.32%)	(43.39%)	(42.41%)	(41.30%)	(40.33%)	(39.31%)	(38.31%)	(37.23%)	(36.25%)	(35.25%)	(34.30%)	(33.20%)
Own source revenue coverage ratio	> 40.00%	> 60.00%	47.18%	45.03%	45.02%	45.35%	45.65%	45.99%	46.34%	46.73%	47.09%	47.46%	47.84%	48.25%	48.64%	49.03%	49.42%	49.86%
BORROWINGS RATIOS																		
Debt service cover ratio	> 3	> 5	18.76	8.00	8.68	9.05	16.55	17.27	18.03	18.87	19.71	20.59	21.52	22.52	23.53	24.57	25.64	26.85
FIXED ASSET RATIOS																		
Asset sustainability ratio	> 90.00%	> 110.00%	60.18%	53.63%	55.67%	64.55%	57.71%	58.50%	57.15%	59.31%	61.43%	57.71%	60.19%	62.27%	64.79%	64.78%	61.48%	63.52%
Asset consumption ratio	> 50.00%	> 60.00%	85.09%	93.18%	91.92%	90.83%	89.67%	88.50%	87.25%	86.12%	84.99%	83.85%	82.66%	81.59%	80.53%	79.55%	78.39%	77.33%
Asset renewal funding ratio	> 75.00%	> 95.00%	66.00%	56.29%	55.40%	50.76%	50.02%	117.51%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Refer to Appendix B15 – Forecast Significant Accounting Policies

Appendix B12 – Asset Renewals 2020 - 2035

Required Asset Renewals

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Asset Class															
Buildings - non-specialised	0	0	5,406	0	132,967	0	27,598	54,708	0	29,717	99,805	1,334,673	183,610	62,870	2,256,539
Furniture and equipment	30,168	30,771	31,386	32,014	32,654	33,307	33,974	34,653	35,346	36,053	36,774	37,510	38,260	39,025	39,805
Plant and equipment	242,027	246,868	251,805	256,841	261,978	267,218	272,562	278,013	283,573	289,245	295,030	300,930	306,949	313,088	319,350
Heritage assets	16,053	16,374	16,701	17,035	17,376	17,723	18,078	18,439	18,808	19,184	19,568	19,959	20,359	20,766	21,181
Infrastructure - roads other	0	0	0	16,185,929	0	0	0	0	2,080,871	0	717,791	1,808,524	0	0	0
Infrastructure - roads town	0	0	0	118,969	0	106,883	0	149,381	484,891	85,692	48,060	39,624	36,828	85,885	738,612
Infrastructure - footpaths	0	0	0	0	0	0	0	506,857	0	0	0	0	143,553	0	0
Infrastructure - drainage	810	827	843	860	877	895	913	931	949	968	988	1,008	135,750	1,048	1,069
Infrastructure - streetscapes	9,708	9,902	10,100	10,302	10,508	10,718	10,933	11,151	11,374	11,602	11,834	12,071	12,312	12,558	12,809
Infrastructure - public facilities	150,277	153,283	156,348	159,475	162,665	165,918	169,237	172,621	176,074	179,595	183,187	186,851	190,588	194,400	198,288
Total	449,043	458,024	472,590	16,781,426	619,025	602,663	533,293	1,226,755	3,091,887	652,057	1,413,037	3,741,149	1,068,208	729,640	3,587,654

Planned Asset Renewals

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Asset Class															
Furniture and equipment	0	30,771	31,386	32,014	32,654	33,307	33,974	34,653	35,346	36,053	36,774	37,510	38,260	39,025	39,805
Plant and equipment	529,380	569,098	798,028	655,954	701,092	694,842	774,215	775,638	668,056	752,122	838,033	839,575	723,127	814,119	907,114
Infrastructure - roads other	656,796	656,796	656,796	656,796	656,796	656,796	656,796	737,796	778,259	788,259	788,259	888,259	888,259	888,259	888,259
Infrastructure - drainage	0	0	0	0	0	0	0	0	0	0	0	0	150,000	0	0
Infrastructure - streetscapes	0	0	0	10,302	10,508	10,718	10,933	11,151	11,374	11,602	11,834	12,071	12,312	12,558	12,809
Total	1,186,176	1,256,665	1,486,210	1,355,066	1,401,050	1,395,663	1,475,918	1,559,238	1,493,035	1,588,036	1,674,900	1,777,415	1,811,958	1,753,961	1,847,987

Asset Renewal Funding Surplus (Deficit)

	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Asset Class															
Buildings - non-specialised	0	0	(5,406)	0	(132,967)	0	(27,598)	(54,708)	0	(29,717)	(99,805)	(1,334,673)	(183,610)	(62,870)	(2,256,539)
Furniture and equipment	(30,168)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plant and equipment	287,353	322,230	546,223	399,113	439,114	427,624	501,653	497,625	384,483	462,877	543,003	538,645	416,178	501,031	587,764
Heritage assets	(16,053)	(16,374)	(16,701)	(17,035)	(17,376)	(17,723)	(18,078)	(18,439)	(18,808)	(19,184)	(19,568)	(19,959)	(20,359)	(20,766)	(21,181)
Infrastructure - roads other	656,796	656,796	656,796	(15,529,133)	656,796	656,796	656,796	737,796	(1,302,612)	788,259	70,468	(920,265)	888,259	888,259	888,259
Infrastructure - roads town	0	0	0	(118,969)	0	(106,883)	0	(149,381)	(484,891)	(85,692)	(48,060)	(39,624)	(36,828)	(85,885)	(738,612)
Infrastructure - footpaths	0	0	0	0	0	0	0	(506,857)	0	0	0	0	(143,553)	0	0
Infrastructure - drainage	(810)	(827)	(843)	(860)	(877)	(895)	(913)	(931)	(949)	(968)	(988)	(1,008)	14,250	(1,048)	(1,069)
Infrastructure - streetscapes	(9,708)	(9,902)	(10,100)	0	0	0	0	0	0	0	0	0	0	0	0
Infrastructure - public facilities	(150,277)	(153,283)	(156,348)	(159,475)	(162,665)	(165,918)	(169,237)	(172,621)	(176,074)	(179,595)	(183,187)	(186,851)	(190,588)	(194,400)	(198,288)
Total	737,133	798,641	1,013,620	(15,426,360)	782,025	793,000	942,625	332,483	(1,598,852)	935,979	261,863	(1,963,734)	743,750	1,024,321	(1,739,667)

Refer to Appendix B15 – Forecast Significant Accounting Policies

Appendix B15 – Forecast Significant Accounting Policies

Basis of Preparation

The Long Term Financial Plan (the Plan) comprises general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretation of the Australian Accounting Standards Board, and the Local Government Act 1995 and accompanying regulations.

The Local Government (Financial Management) Regulations 1996 take precedence over Australian Accounting Standards. Regulation 16 prohibits a local government from recognising as assets Crown land that is a public thoroughfare, such as land under roads, and land not owned by but under the control or management of the local government, unless it is a golf course, showground, racecourse or recreational facility of State or regional significance. Consequently, some assets, including land under roads acquired on or after 1 July 2008, have not been recognised in this Plan. This is not in accordance with the requirements of AASB 1051 Land Under Roads paragraph 15 and AASB 116 Property, Plant and Equipment paragraph 7.

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

Critical Accounting Estimates

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

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

The Local Government Reporting Entity

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

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the trust fund are excluded from the forecast financial statements.

Base Year Balances

Balances shown in the Plan as Base Year are as forecast at the time of preparation of the Plan and are based on the current budget and prior year annual financial reporting and may be subject to variation.

Rounding Off Figures

All figures shown in the Plan are rounded to the nearest dollar.

Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation.

Forecast Fair Value Adjustments

All fair value adjustments relating to re-measurement of financial assets at fair value through profit or loss (if any) and changes on revaluation of non-current assets are impacted upon by external forces and not able to be reliably estimated at the time preparation.

Fair value adjustments relating to the re-measurement of financial assets at fair value through profit or loss will be assessed at the time they occur and have not been estimated within the Plan.

It is anticipated, in all instances, any changes upon revaluation of non-current assets will relate to non-cash transactions and as such have been estimated as an inflation adjustment to Other Comprehensive Income, based on the value of the non-current assets forecasted to be held by the Shire.

Appendix B15 – Forecast Significant Accounting Policies (Continued)

Rates, Grants, Donations and Other Contributions

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions.

Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Superannuation

The Council contributes to a number of superannuation funds on behalf of employees. All funds to which the Council contributes are defined contribution plans.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Trade and Other Receivables

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

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

Appendix B15 – Forecast Significant Accounting Policies (Continued)

Inventories

General

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

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

Land held for resale

Land purchased for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

Land held for sale is classified as current except where it is held as non-current based on Council's intention to release for sale.

Fixed Assets

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

Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Land under roads

In Western Australia, all land under roads is Crown Land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in *Australian Accounting Standard AASB 1051 - Land Under Roads* and the fact *Local Government (Financial Management) Regulation 16(a)(i)* prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, *Local Government (Financial Management) Regulation 16(a)(i)* prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of *AASB 1051, Local Government (Financial Management) Regulation 4(2)* provides, in the event of such an inconsistency, the *Local Government (Financial Management) Regulations* prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the Council.

Appendix B15 – Forecast Significant Accounting Policies (Continued)

Fixed Assets (Continued)

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

An effective average depreciation rate for each class of asset has been utilised to estimate the forecast depreciation expense for each year. These are provided in the table below:

Asset Class	Effective average depreciation rate
Furniture and equipment	2.50%
Plant and equipment	1.70%
Heritage assets	1.25%
Infrastructure - roads other	2.86%
Infrastructure - roads town	2.55%
Infrastructure - footpaths	1.66%
Infrastructure - drainage	1.54%
Infrastructure - streetscapes	4.00%
Infrastructure - public facilities	2.50%

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

Impairment of Assets

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another standard (e.g. AASB 116) whereby any impairment loss of a revaluation decrease in accordance with that other standard.

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset.

At the time of the preparation of the Plan, it is not possible to estimate the amount of impairment losses.

Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

Appendix B15 – Forecast Significant Accounting Policies (Continued)

Employee Benefits

Short-Term Employee Benefits

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

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position. The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Other Long-Term Employee Benefits

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

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Borrowing Costs

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

Provisions

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

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

Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for sale where it is held as non-current based on the Shire's intentions to release for sale.

Appendix C1 – Glossary

Funding Gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

Infrastructure Assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, eg. properties, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and often have no separate market value.

Key Performance Indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of Service

The defined service quality for a particular activity or service area (ie street lighting) against which service performance can be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environment, acceptability and cost.

Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal. Maintenance occurs on a routine (at least annual) basis.

Planned Maintenance

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, [Shire of Menzies Draft Strategic Resource Plan 2020 - 2035](#)

prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

Significant Maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance budget.

Unplanned Maintenance

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance Expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure which was anticipated in determining the asset's useful life.

Appendix C1 – Glossary (Continued)

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern Equivalent Asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and improvements and efficiencies in production and installation techniques

Net Present Value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-Revenue Generating Investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, for example parks and playgrounds, footpaths, properties and bridges, libraries, etc.

Operations Expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Pavement Management System

A systematic process for measuring and predicting the condition of property pavements and wearing surfaces over time and recommending corrective actions.

Recoverable Amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent Expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent Funding

Funding to pay for recurrent expenditure.

Remaining Useful Life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal

Works to upgrade refurbish or replace existing facilities with facilities of equivalent capacity or performance capability.

Residual Value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue Generating Investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk Management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or Segment

A self-contained part or piece of an infrastructure asset.

Service Potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service Potential Remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future

Appendix C1 – Glossary (Continued)

economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Sub-Component

Smaller individual parts that make up a component part.

Useful Life

May be expressed as either:

- (a) The period over which a depreciable asset is expected to be used; or
- (b) The number of production or similar units (ie intervals, cycles) that is expected to be obtained from the asset.

Other Matters

Preparation

This Plan was prepared for the Shire of Menzies by Moore Australia.

Reliance

This Plan has been prepared for the exclusive use of the Shire of Menzies and for the purposes specified in our letter of engagement and is not to be used for any other purpose or distributed to any other party without Moore Australia's prior consent. This Plan is supplied in good faith and reflects the knowledge, expertise and experience of the engagement consultant and is based on the information and representations provided by the Shire of Menzies. We accept no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the report, other than the Shire of Menzies.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of Shire of Menzies and the environment in which it operates ('Forward Looking Statements').

None of these Forward Looking Statements are or will be representations as to future matters. The Forward Looking Statements are, and will be, based on a large number of assumptions and are, and will be, subject to significant uncertainties and contingencies, many, if not all, of which are outside the control of the Shire of Menzies. Actual future events may vary significantly from the Forward Looking Statements. Recipients should make their own investigations and enquiries regarding assumptions, uncertainties and contingencies which may affect the Shire of Menzies and the impact that a variation in future outcomes may have on the Plan and the Shire of Menzies.

Disclaimer

The services provided in terms of this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standard Board and, consequently no opinions or conclusions are intended to convey assurance either expressed or implied.

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Document Management

Version	2020 - 2035 V1
Status	Draft
Date of Adoption	

12.5.4 GVROC - DRAFT MEMORANDUM OF UNDERSTANDING

LOCATION:	Not Applicable
APPLICANT:	GVROC
DOCUMENT REF:	As Applicable
DISCLOSURE OF INTEREST:	Nil
DATE:	22 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT/S:	Yes - Draft Memorandum of Understanding

IN BRIEF:

The purpose of this report is for Council to approve the Shire Menzies entering into a Memorandum of Understanding with the Goldfields Voluntary Regional Organisation of Councils (GVROC).

BACKGROUND:

The GVROC was formed in 2007 with ten participating local governments.

Shire of Coolgardie

Shire of Dundas

Shire of Esperance

City of Kalgoorlie Boulder

Shire of Laverton

Shire of Leonora

Shire of Menzies

Shire of Ngaanyatjaraku

Shire of Ravensthorpe

Shire of Wiluna

GVROC meetings are held at the same time as the WALGA Goldfields Esperance Country Zone meetings.

Under the MOU each Council is entitled to two delegates.

The Shire of Menzies delegates are Cr Greg Dwyer and Cr Gill Dwyer (appointed by Council October 2019).

Cr Greg Dwyer has indicated he does not wish to continue in the role, therefore a new delegate has to be appointed.

COMMENT:

In May of 2020 the Shire of Ravensthorpe advised of its intention to withdraw from the GVROC Group. The new MOU reflects this change.

Given that GVROC, GERCG (Goldfields Esperance Regional Collaborates Group) and GECZ (WALGA Zone) have the same appointed Shire delegates and the organisation meetings and held at the same time, the replacement delegate for Cr Greg Dwyer should be delegate to all three organisations.

CONSULTATION:

Shire President
GVROC Member Councils

STATUTORY ENVIRONMENT:

Local Government Act 1995

3.1. General function

- (1) The general function of a local government is to provide for the good government of persons in its district.
- (3) A liberal approach is to be taken to the construction of the scope of the general function of a local government.

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

The annual fees and any other costs are determined annually.

RISK ASSESSMENT:

Risk Statement	Level of Risk	Risk Mitigation Strategy
There are no risks with this proposal	Nil	Nil

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority.

OFFICER RECOMMENDATION (1):

That Council approves the GVROC draft MOU and authorises the application of the Common Seal to the document.

OFFICER RECOMMENDATION (2):

That Cr _____ be appointed the Shire of Menzies delegate to GVROC, GERCG and GECZ.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
----------------------------	------------

MOVED: Cr

SECONDED: Cr

Carried /



Memorandum of Understanding

between



Shire of Coolgardie



Shire of Dundas



Shire of Esperance

City of Kalgoorlie-Boulder



Shire of Laverton

Shire of Leonora



Shire of Menzies

Shire of Ngaanyatjarraku

Shire of Wiluna



2020 - 2022



Shire of **Ngaanyatjarraku**
ON A JOURNEY



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AGREEMENT

The Local Governments of:

Coolgardie – Irish Mulga Drive, KAMBALDA Western Australia, and
Dundas – Prinsep Street, NORSEMAN, Western Australia, and
Esperance – Windich Street, ESPERANCE Western Australia, and
Kalgoorlie-Boulder – Hannan Street, KALGOORLIE, Western Australia, and
Laverton – MacPherson Place, LAVERTON, Western Australia, and
Leonora – Tower Street, LEONORA, Western Australia, and
Menzies – Shenton Street, MENZIES, Western Australia, and
Ngaanyatjarraku – Great Central Rd, WARBURTON, Western Australia, and
Wiluna – Scotia Street, WILUNA, Western Australia.

Enter into a memorandum of understanding dated July 2020 to recognise the cooperation and shared goals of the member councils.

NAME

The name of the voluntary regional organisation is the Goldfields Voluntary Regional Organisation of Councils (GVROC).

PURPOSE

The purpose for which GVROC is established is to:

Enhance service delivery and infrastructure for our collective and individual communities.

Achieve a sustainable, cost effective model for sharing of resources.

OBJECTIVES

To form a strategic alliance for the retention of infrastructure and community services, acquiring funding from government grants, economic development initiatives and private sector funding.

To establish and maintain effective communication and consultative mechanisms between the participating local governments on policy and processes using a management strategy.

PRINCIPLES

In entering this Memorandum of Understanding (MOU) all the parties agree to abide by the following principles, as established between the local governments.

Overarching Principle

To develop an alliance consisting of Coolgardie, Esperance, Dundas, Kalgoorlie-Boulder, Laverton, Leonora, Menzies, Ngaanyatjarraku and Wiluna that contributes and works together to ensure the sustainability of individual members.

General Principles

1. Partnerships
 - a) Recognise that partnerships between the Local Governments in the MOU are essential to achieve sustainable social, environmental and economic development of the region.
 - b) Be flexible and open to new approaches to service delivery and funding.

- c) Recognise and acknowledge the needs and constraints of all spheres of government, community and stakeholders.
- d) Recognise that new partnership agreements may be considered if initiated by either Local, State and Federal Government.

2. Roles and Responsibilities

- a) Identify, understand and respect the roles and responsibilities of all parties.
- b) Be open and transparent in all dealings.

3. Communication

- a) Conduct open discussion on issues relevant to the region.
- b) Recognise the need for confidentiality when the subject matter requires.

4. Consultation

- a) Appropriate consultation to facilitate understanding and consensus.

5. Service Delivery

- a) Continual improvement practice in the efficiency, effectiveness, timeliness, and appropriateness of local government service delivery.

6. Outcomes

- a) Well defined and agreed outcomes and performance measures for all projects and activities.

7. Accountability

- a) A transparent approach to all dealings within the organisation.
- b) Have clearly defined reporting, dispute resolution and review mechanisms.

ORGANISATION

Appointment of Members

A participating Council is to appoint two voting members, one of whom shall be an elected member, to be members of the GVROC. Such appointments shall be at the discretion of the participating Council but can be the President/Mayor and Chief Executive Officer (CEO) of a participating Council or two other elected members.

Whilst the functions and decisions of the WALGA Goldfields Esperance Country Zone (GECZ) are incorporated into the meetings of the GVROC, each participating Council will be entitled to two voting delegates one of whom may be the CEO. If, however two elected member delegates are in attendance they shall be the voting delegates.

A participating Council may appoint two other persons as Deputies from the Council who are able to attend the GVROC meetings and who may act temporarily in place of either member of the GVROC during any period in which the member of the GVROC is unable by reason of illness, temporary absence from State, conflict of interest or any other inability to attend meetings.

Tenure of Members of GVROC

A member of GVROC shall hold office until either;

The member ceases to be a member of the participating Council or in the employ of the Council.

The member is removed by the participating Council.

Election of Chairperson and Deputy Chairperson

The members of the GVROC shall elect a Chairperson and Deputy Chairperson.

If the office of the Chairperson or Deputy Chairperson becomes vacant for any reason the members of the GVROC shall elect a new Chairperson or Deputy Chairperson as the case requires.

Tenure of Chairperson and Deputy Chairperson

The Chairperson or Deputy Chairperson will hold office until the election of a new Chairperson or Deputy Chairperson.

Elections for Chairperson and Deputy Chairperson shall be held at the first meeting of the GVROC following the local government elections for a term of two (2) years.

Role of Chairperson

The Chairperson:

- a) Presides at meeting of GVROC;
- b) Speaks on behalf of the GVROC and
- c) Liaises with the Executive Officer on GVROC affairs and the performance of its functions.

Role of Deputy Chairperson

The Deputy Chairperson may perform the functions of the Chairperson if:

- a) The office of the Chairperson is vacant; or
- b) The Chairperson is absent or unable or unwilling to perform the functions of Chairperson.

Role of Executive Officer

An Executive Officer will be appointed by GVROC with duties, conditions and a term to be determined by the GVROC.

FINANCIAL CONTRIBUTIONS

Annual Contributions

- a) As determined at the Goldfields Esperance Country Zone Meeting held 25 May 2007, each participating Council will contribute \$10,000 to the start up of the GVROC.
- b) Annual contributions will be determined and reviewed by the GVROC annually.
- c) The start up contribution and annual contributions paid by the member councils will be utilised in the ongoing employment of an Executive Officer and other expenses.
- d) The secretariat services will be provided by the Executive Officer.

Financial Management

The financial management of the GVROC will be dealt with by the Chief Executive Officer of the member council of the GVROC Chair and will hold the accounts on behalf of the GVROC. The GVROC Executive Officer will assist the Chief Executive Officer of the member council of the GVROC Chair with the financial management.

Ongoing Projects

GVROC members will determine appropriate projects to be undertaken, with participating members to meet the cost of each project on an agreed formula.

Admitting New Members

On entry a new member shall be required to contribute to GVROC the \$10,000 start up fee.

New members will be admitted to the GVROC upon an absolute majority vote.

Withdrawal of Members

The withdrawal of a participating Council shall take effect from the end of the tenure year, in which notice of the withdrawal is given.

As soon as practicable following a withdrawal taking effect the GVROC shall;

1. Distribute to the participating Council an amount equal to proceeds and any surplus funds which would have been payable if GVROC was wound up; or

2. Be entitled to recover from the participating Council an amount equal to the liability or debt which would have been payable by the Council if the GVROC was wound up.

TERM AND TERMINATION

Term of Agreement

This agreement will be reviewed 12 months from the date of signing.

Winding up by Agreement

- a) The Agreement will be reviewed at the first 12-month anniversary.
- b) The participating Councils may by absolute majority wind up the GVROC.

Division of Assets

If the GVROC is to be wound up and there remains, after satisfaction of all its debts and liabilities, any property and assets of GVROC then the property and assets shall be realised and the proceeds along with any surplus funds shall be divided among each of the participating Councils in the same proportions as the contributions of a particular council.

Division of Liabilities

If GVROC is to be wound up and there remains any liability or debt in excess of the realised property and assets of GVROC then the liability or debt is to be met by each of the participating Councils in the same proportions as the contributions of a particular council to the assets that GVROC bear to the total of such contributions by participants.

DISPUTE RESOLUTION

Dispute

In the event of any dispute or difference arising between the Parties and GVROC or any of them at any time as to any matter or thing arising under or in connection with the Memorandum of Understanding, then a Party or GVROC may give to the other Parties and GVROC (as the case may be) notice in writing ('dispute notice') adequately identifying the matters, the subject of the dispute, and the giving of the dispute notice shall be a condition precedent to the commencement by any Party or GVROC of proceedings (whether by way of litigation or arbitration) with regard to the dispute as identified in the dispute notice.

Arbitration

At the expiration of the 25 business days from the date of sending the dispute notice, the Party or GVROC giving the dispute notice may notify the others in writing (arbitration notice) that it requires the dispute to be referred to arbitration and the dispute (unless meanwhile settled) shall upon receipt of the arbitration notice by the recipients then be and is hereby referred to arbitration under and in accordance with the provisions of the Commercial Arbitration Act 1985.

Legal Representation

For the purposes of the *Commercial Arbitration Act 1985*, the Parties consent to each other and to GVROC being legally represented at any such arbitration.

Memorandum of Understanding in Good Faith

Despite anything expressed or implied to the contrary in this Memorandum of Understanding (MOU) or anywhere else, this MOU is a mere non-justicable statement of current intent, and is neither intended to be, nor is it, (a) legally binding, or (b) creative of legal relations between the parties to it. No legal rights or obligations will come into existence unless or until one or more legally enforceable written agreements are entered into.

SCHEDULE 1 – EXECUTION

EXECUTED by the Parties:

THE COMMON SEAL of SHIRE OF COOLGARDIE
Was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF DUNDAS
Was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF ESPERANCE
Was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of CITY OF KALGOORLIE-BOULDER
Was hereunto affixed in the presence of:

Mayor

Chief Executive Officer

THE COMMON SEAL of SHIRE LAVERTON
Was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF LEONORA
Was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF MENZIES
Was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF NGAANYATJARRAKU
Was hereunto affixed in the presence of:

President

Chief Executive Officer

THE COMMON SEAL of SHIRE OF WILUNA
Was hereunto affixed in the presence of:

President

Chief Executive Officer

12.5.5 RECRUITMENT OF CHIEF EXECUTIVE OFFICER

LOCATION:	Not Applicable
APPLICANT:	Not Applicable
DOCUMENT REF:	
DISCLOSURE OF INTEREST:	Nil
DATE:	20 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT/S:	Yes - Recruitment Agency Submissions, Position Description and Draft Contract of Employment provided to Councillors under separate cover.

IN BRIEF:

The purpose of this report is for Council to approve the process to be used for the recruitment and appointment of a Chief Executive Officer, before the position of the Chief Executive Officer is advertised.

BACKGROUND:

The previous Chief Executive Officer's term of employment concluded on 28 July 2020.

Council appointed an Acting Chief Executive Officer to the role until such time as a permanent Chief Executive Officer is appointed.

Council is now required to commence the process of the recruiting of a permanent Chief Executive Officer.

COMMENT:

Recruiting a Chief Executive Officer is one of the most important tasks Councillors may undertake.

For obvious reasons it is crucial that the right person is chosen to fill the position.

To assist Council with the process it is recommended that a Recruitment Consultant be engaged. The Acting Chief Executive Officer has obtained three quotations for this purpose. Five requests for quotations were sent, only three were in a position to submit a quotation.

It is also important that Council reviews the Position Description and Contract of Employment prior to advertising the position.

The two documents have been provided to Councillors under separate cover, both documents are the same as those used for the last recruitment.

Council must also approve a process for the recruitment and appointment of a CEO, before the position is advertised.

CONSULTATION:

Shire President

STATUTORY ENVIRONMENT:

Local Government Act, 1995 - Section 5.36(2)(a) and (b)

- Section 5.39
- Section 5.40

Local Government (Administration Regulations – Reg 18A,18B,18C,18E,18F and 19A

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

There is capacity in the current budget to meet the costs of a recruitment Consultant, advertising etc.

RISK ASSESSMENT:

There is no risk assessment in respect to the employment of the Chief Executive Officer.

STRATEGIC IMPLICATIONS:

Strategic Objective – Active strategic leadership achieved.

VOTING REQUIREMENTS:

Simple majority

OFFICER RECOMMENDATION (1)

That _____ be appointed, at a cost of \$ _____ plus travelling and incidental costs, to assist Council with the recruitment of a Chief Executive Officer.

OFFICER RECOMMENDATION (2)

That:

1. In accordance with Local Government (Administration) Regulation 18C the following process be adopted for the recruitment of a Chief Executive Officer.
 - a) Review of Position Description and Contract of Employment.
 - b) Set the term of contract of employment for 3 to 5 years.
 - c) The Recruitment Consultant to prepare advertising, co-ordinate and conduct the advertising, including identifying potential applicants and receive applications.
 - d) Summary of all candidates, by Recruitment Consultant, for Council consideration and determination of short list for interview by full Council.
 - e) Recruitment Consultant to undertake psychometric testing, reference checks etc for short listed candidates.
 - f) Conduct interviews – Recruitment Consultant and Council. Recruitment Consultant to prepare interview questions.
 - g) Select preferred candidate.
 - h) Finalise contract of employment.
 - i) Council resolution to appoint new Chief Executive Officer.

2. The attached Position Description and Draft Contract of Employment be approved.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

Carried /

12.5.6 APPOINTMENT OF ACTING CHIEF EXECUTIVE OFFICER

LOCATION:	Not Applicable
APPLICANT:	Not Applicable
DOCUMENT REF:	Personnel File
DISCLOSURE OF INTEREST:	Nil
DATE:	20 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT/S:	Yes - Draft Contract of Employment and CV provided to Councillors under separate cover

IN BRIEF:

The purpose of this report is for Council to appoint an Acting Chief Executive Officer, until such time as a permanent Chief Executive Officer is appointed.

BACKGROUND:

The current Acting Chief Executive Officer was appointed to the position on 28 July 2020.

Due to other commitments the incumbent is unable to continue in the position beyond 11 September 2020, therefore, Council is required to appoint an Acting Chief Executive Officer commencing 14 September 2020.

COMMENT:

Mr Edwin Piper is available to fill the role of Acting Chief Executive Officer.

Mr Piper is an experienced Chief Executive Officer and is currently the Acting Chief Executive at the Shire of Wiluna.

Mr Piper Curriculum Vitae has been forwarded to Council under a separate cover.

CONSULTATION:

Shire President

STATUTORY ENVIRONMENT:

Local Government Act 1995

POLICY IMPLICATIONS:

Nil

FINANCIAL IMPLICATIONS:

Financial arrangements are included in the Draft Contract of Employment.

Funds are available in the current budget for this purpose.

RISK ASSESSMENT:

Nil

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority for officer recommendation 1.

Absolute majority for officer recommendation 2.

OFFICER RECOMMENDATION (1)

That Council is of the belief that Mr Edwin Piper is suitably qualified for the position of Acting Chief Executive Officer for the Shire of Menzies.

OFFICER RECOMMENDATION (2)

That Council:

- a) Appoint Edwin Piper to the position of Acting Chief Executive Officer with the Shire of Menzies, commencing 14 September 2020;
- b) Is satisfied with the provisions of the proposed employment contract to be entered into with Mr Piper; and
- c) Authorise the Shire President to finalise conditions of contract of employment

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

Carried /

12.5.7 POLICIES REVIEW – POLICIES 12.3 AND 12.6 STOCK GRIDS

LOCATION:	Not Applicable
APPLICANT:	Not Applicable
DOCUMENT REF:	Policy Manual
DISCLOSURE OF INTEREST:	None
DATE:	21 August 2020
AUTHOR:	Pascoe Durtanovich Acting Chief Executive Officer
ATTACHMENT:	Yes - Draft Policy and Current Policies

IN BRIEF:

The purpose of this report is for Council to review Stock Grid Policies 12.3 and 12.6.

BACKGROUND:

The current stock grid policies were last reviewed in August 2018.

Over decades there has been different approaches taken by Council on the placement, retention and maintenance of stock grids.

It appears that in the past property owners have not contributed to the cost of installation and maintenance of stock grids. The existing policies are silent on this aspect.

Non-conforming grids are also an issue and pose liability issues to the Shire of Menzies.

A comprehensive review of how the Shire deals with stock grids, particularly in respect to the numbers, condition, signage and responsibility for the cost of installation and maintenance, should be undertaken, to this end it is recommended that in the first instance existing grid policies be reviewed and amended as required.

COMMENT:

Legal commentary has been obtained on liability responsibilities, processes and practices when dealing with stock grid issues. A copy of the legal summary on this matter has been provided to Councillors under a separate cover.

A draft policy has been prepared, with legal input, and is attached.

CONSULTATION:

McLeods Barristers and Solicitors

At this stage there has not been any consultation with property owners apart from some correspondence with Station owners.

It is recommended by the Acting Chief Executive Officer that consultation be undertaken with affected property owners, prior to adoption of a new grids policy.

STATUTORY AUTHORITY:

The Land Administration Act 1997, Main Roads Act 1930, Public Works Act and Local Government (Uniform Local Provisions) Regulation 1996 apply in this instance.

A commentary on the statutory powers of Local Governments to authorise and deal with stock grids is included in the attached document from McLeod’s.

POLICY IMPLICATIONS:

Policy 12.3 and Policy 12.6 refers

FINANCIAL IMPLICATIONS:

There are considerable financial implications. The installation cost per gird is approximately \$50,000 plus ongoing maintenance costs.

RISK ASSESSMENT:

Risk Statement	Level of Risk	Risk Mitigation Strategy
1. Non-conforming grids expose the Shire of Menzies to liability should an accident occur due to the condition of the grid, lack of signage etc. 2. Adverse impact on the Shire’s finances if the cost of the installation and maintenance of stock grids is not recovered from property owners.	High	1. Undertake an inspection of all stock grids on Shire controlled Roads to ascertain the condition of same installation. 2. Review installation and maintenance costs responsibilities

STRATEGIC IMPLICATIONS:

Nil

VOTING REQUIREMENTS:

Simple majority

OFFICER RECOMMENDATION (1):

That the Acting Chief Executive Officer facilitate an audit of stock grids in the Shire of Menzies.

OFFICER RECOMMENDATION (2):

That the Draft Stock Grids Policy be received for consultation with affected property owners.

OFFICER RECOMMENDATION (3):

That following an audit of existing stock grids the Acting Chief Executive Officer facilitate consultation with affected property owners.

COUNCIL DECISION:

COUNCIL RESOLUTION:	No.
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MOVED: Cr

SECONDED: Cr

Carried /

12.3 Stock Grids

Introduction	
Objective	
History	<p>Formerly Policy 7.4.1, 7.4.2</p> <p>Amended 29 November 2012</p> <p>Amended 28 February 2013</p> <p>Adopted 25 June 2015</p> <p>Adopted 30 August 2018</p>
Policy Statement	

1. Prior to the installation and replacement of stock grids, Council requires an application in writing to be sent to the Chief Executive Officer.
2. The Chief Executive Officer shall instigate an investigation of the fence line in question and other details relating to the installation of the grid, and present the request to Council.
3. In considering the application, Council will apply the following conditions:
 - i) no grid will be authorised for construction unless a stock-proof fence adjoins the proposed grid installation/replacement;
 - ii) capable of handling ALL stock;
 - iii) twenty (20) metres either side of the grid be sealed (if practical) to prevent the inadvertent filling up of the grid during the process of maintenance grading; and
 - iv) each grid be determined at no less than eight (8) metres wide.

– *End of Policy*

12.6 Retention of Stock Grids

Introduction	
Objective	
History	Created 16 September 2014 Adopted 25 September 2014 Adopted 25 June 2015 Adopted 30 August 2018
Policy Statement	

1. The Chief Executive Officer will write to the property owner advising that the grid is to be removed and invite the owner to make application to have the grid retained.
2. The Chief Executive Officer shall consider all requests for retention and present a report to Council making recommendations to either retain or remove the grid.
3. In considering any request to retain the grid, Council will apply the following criteria:
 - i) The grid must be a part of a properly functioning stock proof fenceline;
 - ii) The grid must be a minimum of 8 metres in width;
 - iii) Grids removed from any fence line with a stock proof fence intact shall have a four wire, star picket and strainer post fence erected along the road sides for a distance of 50 metres either side of the grid location;
 - iv) Any grid to be retained shall have grid warning signs erected at 150 metre approaches; and
 - v) The retention of boundary grids shall have priority over intermittent grids.

– *End of Policy*

13 ELECTED MEMBERS MOTION OF WHICH PREVIOUS NOTICE HAVE BEEN GIVEN

Nil

14 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF THE MEETING

15 NEXT MEETING

The next Ordinary Meeting of Council will be held on Thursday, 24 September 2020 commencing at 1pm.

16 CLOSURE OF MEETING

There being no further business, the meeting closed at _____ pm.