



Shire of West Arthur
Corporate Business Plan
2018-2022

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Introduction

The Corporate Business Plan is the Shire of West Arthur's four year service and project delivery program which aligns with the priorities set in the Community Strategic Plan 2017-2027.

This Plan was adopted by Council in June 2018 following a desktop review of the Strategic Community Plan and a review of forward financial estimates. Flexibility and adaptability are built into the Shire's Corporate Business Plan to ensure the organisation is able to adjust to external influences as they arise.

The Plan will be reviewed annually to enable the Shire to assess its progress and realign actions and tasks against the most currently available information.

Vision and Values

Our Corporate Vision

In 2027 the Shire of West Arthur will be a sustainable local government supporting a vibrant community

Our Corporate Mission

To value and enhance our community lifestyle and environment through strong local leadership, community involvement and effective service delivery.

Our Values

The values which the community and councillors identified as the most important for how the Shire will function and develop include:

Safety	We will have at the forefront of all operations and future developments, the safety of our people and environment.
Sustainability	We will make decisions based on the long term sustainability of the Shire of West Arthur.
Vibrancy	We will support and encourage a vibrant community and economy.
Pro-Active	We will be pro-active and innovative in order to respond and adapt to a changing world.
Viability	We will maintain the viability of the Shire through good governance and supporting local businesses and agriculture.

State Government Requirements and Planning Framework

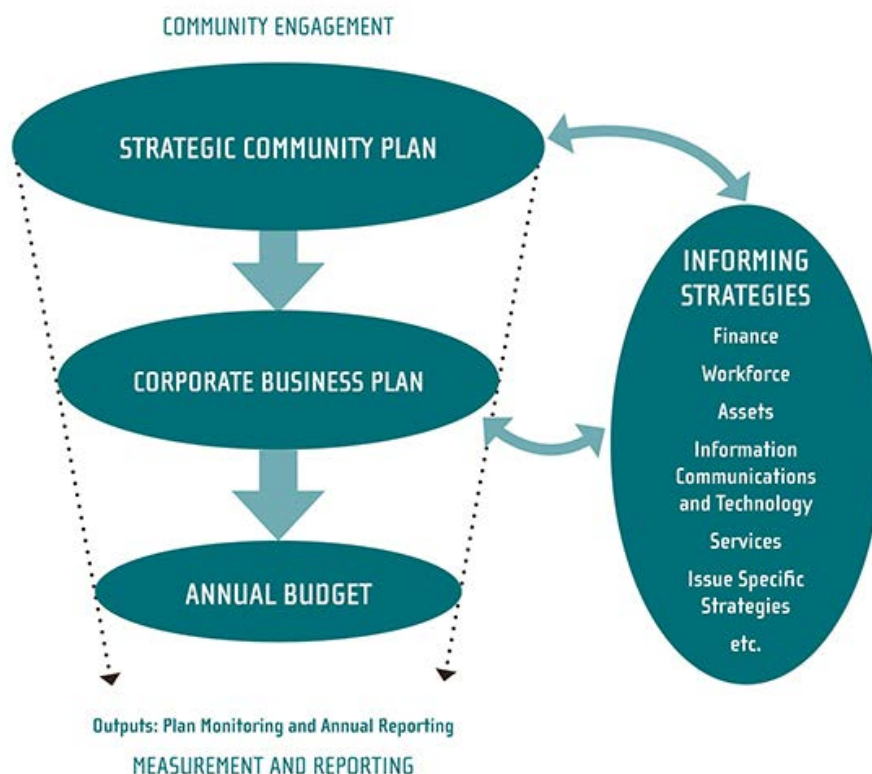
In 2011 the Department of Local Government introduced its Integrated Planning and Reporting Framework to standardise and guide strategic and corporate business planning across the Western Australian local government industry.

All local governments are required by legislation to develop a Strategic Community Plan and a Corporate Business Plan to fulfil the statutory obligations of section 5.56 of the Local Government Act 1995, which is to effectively “plan for the future”.

Under the Local Government (Administration) Regulations 1996, a Corporate Business Plan is required 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.

The Shire’s Corporate Business Plan 2018-2022 aims to fulfil these obligations.



Key Documents

Strategic Community Plan 2017-2027

The Strategic Community Plan 2017-2027 is the Shire's long-term strategic planning document which outlines the Shire's commitment to achieving the vision aspirations of its community. It has a 10-year duration and is subject to minor reviews every two years and major reviews every four years. A desktop review of this document was completed in 2018.

The Plan is structured according to five key themes with each theme having clear outcomes and strategic initiatives.

Corporate Business Plan

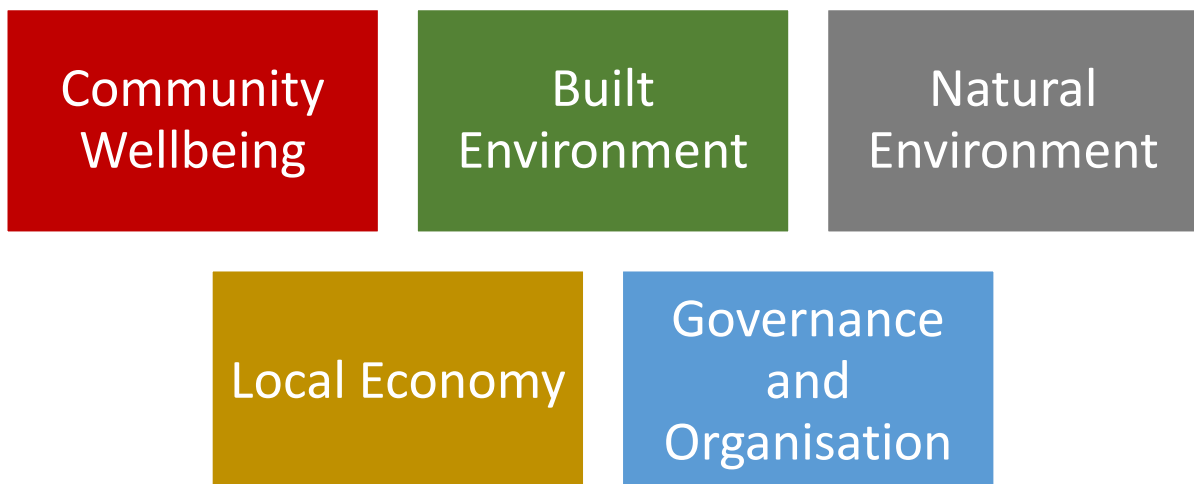
This document is responsible for translating the strategic direction of the Shire as outlined within the Strategic Community Plan 2017-2027 into specific priorities and actions at the operational level.

The document also draws together actions contained within the Shire's informing strategies including workforce plan, asset management plans and replacement program, Disability Access and Inclusion Plan, site specific plans, and community plans.

It provides a medium-term snapshot of actions and projects to inform the annual planning and budgeting process.

Structure of the Corporate Business Plan

The Corporate Business Plan is aligned as follows



Community Wellbeing

Aspiration: A safe and enabling place to live with a strong sense of identity and a thriving, active culture.

Outcome 1.1: The Shire is a SAFE place to live, strives to reduce risks and is prepared for emergencies.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Government agencies, Shire and community are prepared for and responsive to emergencies and volunteers are supported in their roles.	Support Bush Fire Brigades Administer the expenditure of the Emergency Services Levy for purchase of equipment and insurance for brigades; support bush fire brigade volunteers, and coordinate the Bush Fire Advisory Committee; advocate for resources; liaise with Department of Fire and Emergency Services on matters relating to brigades, fire control, and fire prevention; develop policies and procedures and ensure volunteers have a clear understanding of them; support training for volunteers; maintain vehicles and fire shed facilities; provide allowance to Chief Bush Fire Control Officer and West Arthur Base; manage the West Arthur fire radio network; provide Shire equipment and staff assistance with fire suppression; and administer and ensure compliance with the Bush Fires Act.	Bush Fires Act	ESL Grant and OE and OM5.1	•	•	•	•	→
	Engagement of Community Emergency Services Manager Monitor opportunities and, should a reasonable opportunity arise that is within budget constraints, participate in the engagement of a CESM with DFES and partner local governments.		DFES funding and OE and OM 5.1	•	•	•	•	→
	Relationship with Police Maintain regular communication with Police officers who provide services in the Shire and provide them with access to Shire facilities and resources as required.		OE	•	•	•	•	→
	Local Emergency Management Plan and Committee Ongoing review and implementation of Local Emergency Management Plan in partnership with key agencies and stakeholders; chair and provide administrative support to the Local Emergency Management Committee, and meet statutory requirements associated with emergency management.	Emergency Management Act 2005	OE and OM5.3	•	•	•	•	→
	St John Ambulance Maintain regular communications and assistance where required to Darkan St Johns Ambulance Sub centre.		OE	•	•	•	•	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
The community is aware of hazards and risks and seeks to manage these with support from the Shire.	Information to Public Facilitate the provision of information to the public on home and farm safety and security.		OE	●	●	●	●	→
	Movement of Vehicle and Harvest Ban Information Disseminate public information regarding movement of vehicle and harvest ban information and emergencies.		OE and OM5.1	●	●	●	●	→
	Bush Fire Risk Management Planning In conjunction with DFES implement the Bushfire Risk Management Plan for the Shire including public education on risks and implementation of mitigation strategies.	Bushfire Risk Management Plan	MAF funding, OE and OM5.2.	●	●	●	●	→
	Environment Health Provide an environmental health service to encourage best practice and ensure compliance by local businesses, local government and individuals within applicable legislation and guidelines.		OM7.1	●	●	●	●	→
	Dog and Cat Act and Ranger Services Administer the Cat Act and the Dog and Act and encourage responsible pet ownership. Provide a proactive and responsive ranger service to the Shire through a collaborative arrangement with the Shire of Collie.		OE and OE5.4	●	●	●	●	→
Safety is considered in planning and works management to protect employees and the community.	Risk Management Planning Risk management plans are prepared for all Shire events and are a requirement prior to issuing approvals for large or significant events organised by others.		OE	●	●	●	●	→
	Lighting Audit Renew the existing lighting audit of reserves and public places to identify areas that have not been addressed and to allow for future planning. Lighting upgrades shall be in accordance with principles for protecting light pollution and the night sky asset.	West Arthur Lighting Audit	OE and CE8		●	●		
	Occupational Health and Safety in the Workplace Compliance with legislation and best practice to ensure a safe work place for all employees, contractors, and the community.	OHS Act	OE and OM14.3	●	●	●	●	→

Outcome 1.2: People of all ages have the SUPPORT they require to live and participate in the community

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Seniors will be valued and their needs met to enable them to stay in the Shire and participate in the community for as long as they desire.	Seniors Support Support the delivery of social activities and learning programs to improve quality of life for seniors in the Shire, advise seniors on services and assistance available, and assist developing a sense of belonging and enhanced wellbeing. Encourage and support volunteers working with our seniors through acceptance, guidance, risk management and insurance cover. Investigate and instigate, where possible, support to enable seniors to stay in our community including meals service, transport (e.g. social or medical), and home maintenance.	Aged Friendly Community Plan	OE and OM6.1		•	•	•	→`
	Aged Persons Housing In partnership with the West Arthur Cottage Homes, ensure a high standard of ongoing management of Independent Living Units.	4WDL Funding Agreements and Shire/WACH Agreements	OE	•	•	•	•	→
	Home Care Services Support HACC, monitor future changes proposed, and investigate alternative options for aged care.		OE	•	•	•	•	→
The needs of people with disabilities will be considered to enable access and inclusion in the community	Disability Access and Inclusion Plan Review and update the Disability Access and Inclusion Plan annually and implement the strategies to improve access to all throughout the Shire.	Disability Access Act	OE	•	•	•	•	→
An engaging and positive environment will be provided for children and youth to create lasting connections with the community and facilitate growth and development.	Darkan Railway Reserve Community Open-Space Precinct Implement master plan for the redevelopment of the Darkan Youth Area and playgrounds, incorporate nature play, cultural and heritage philosophies and review, and audit other areas relevant to children and youth.	Youth Friendly Plan Darkan Nature Play Space Plan	OE, OM11.9 and CE9	•	•	•	•	→
	Partnership with the School Maintain relationship and regular communication with the Darkan Primary School (DPS), to develop opportunities to improve the lifestyle of the community's children, and families, and provide the support of the Shire's workforce for non-routine maintenance in accordance with policy.		OE and OM6.2	•	•	•	•	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Affordable housing will be available to enable people to live in our community.</p> <p>People who live in the community will not be prohibited from opportunities due to isolation.</p>	Youth and Children's Activities and Sense of Community Support activities for youth and children and coordinate and subsidise experiences and opportunities. Provide staff resources for ongoing support and encourage volunteers and other organisations to provide opportunities for the districts youth. Encourage the involvement of youth in the community i.e. community garden, environmental projects, intergenerational etc. Support the development of employment opportunities for young people.		OE and OM6.3	●	●	●	●	→
	Kids Central Provide a quality child care centre, toy library and early childhood facilities for use by community groups. Continue to work cooperatively with the Wheatbelt Childcare Alliance towards a single managed entity for childcare services in the Wheatbelt.		OE and OM6.4	●	●	●	●	→
	GROH Housing Ensure teaching staff have access to quality accommodation through the provision of housing leased to Government Regional Officers Housing.		OE and OM9.1	●	●	●	●	→
	Community Housing Provide accommodation for employees of local industry and low income where financially viable.		OE and OM9.1	●	●	●	●	→
	Community Resource Centre Support the CRC to deliver services locally.		OE and Om7.3	●	●	●	●	→
	Services Support the provision of commercial and social services locally to support the needs of the community.		OE	●	●	●	●	→
	Community Transport Monitor the need for community bus and other transport solutions.		OE	●	●	●	●	→

Outcome 1.3: PHYSICAL AND MENTAL WELL BEING will be enhanced through a variety of sport and recreational opportunities located throughout the Shire

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
A range of health and support services will be available to all in the community	Health Centre and Medical Services Provide a well maintained and equipped health area within the Health and Resource Centre to enable allied health professionals to provide services to West Arthur residents. Maintain a positive working relationship with health providers and monitor the community's needs for medical services, lobbying for or seeking additional services where required.		OE and OM7.5	●	●	●	●	→
	Funding Financially support sporting clubs and community groups through an annual small grants program and encourage sporting clubs to set funds aside for future needs by providing dollar for dollar reserve funds.		OE and OM11.10	●	●	●	●	→
	Lake Towerrinning Hold a meeting of stakeholders every two years to monitor use and review strategic direction of the Lake. Ongoing maintenance and Improvements including access to the beach.		OE and OM11.3	●	●	●	●	→
Collaborative partnerships with sport and recreational clubs will be formed to ensure sustainability and good governance	Trails A range of walking and biking trails will be maintained for passive recreation use.		OE and OM11.14	●	●	●	●	→
	Darkan Town Hall The Darkan Town Hall will be maintained and available to community groups for free use to encourage activity and social opportunities including the community gym, exercise classes, dance classes, and other activities.			●	●	●	●	→
	Darkan Swimming Pool Continue to improve, maintain and operate the Darkan Swimming Pool.		OE and OM11.5	●	●	●	●	→
	Cemeteries Provide a well maintained cemetery in Darkan and Arthur River. Continue to investigate identifying the unmarked graves in the Arthur River Cemetery.		OE and OM10.7	●	●	●	●	→
Public facilities will be maintained and improved								

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Cultural, artistic and sporting events will be supported for community development and enjoyment</p> <p>Lifelong learning and skill promotion will be promoted</p>	Provide a toilet at the Darkan Cemetery		OE and CE16			●		
	Darkan Town Oval Maintain the Darkan Town Oval for local and regional sport events and for passive recreation.		OE and OM11.11	●	●	●	●	→
	Community Events Provide funding, access to facilities and assistance to community groups holding events for the community.		OE and OM11.7	●	●	●	●	→
	Entertainment Subsidise or underwrite travelling shows to ensure our community has access to quality entertainment.		OE and OM11.7	●	●	●	●	→
	Community Learning and Personal Interests Support the Community Resource Centre and other community organisations to provide training and development, learning opportunities, and encourage personal interests through provision of facilities, support and financial assistance where required.		OE and OM various	●	●	●	●	→
	Library Continue to provide a quality library service in conjunction with the Community Resource Centre.		OE and OM11.15	●	●	●	●	→

Outcome 1.4: PRIDE in our community and a strong sense of identity is forged from our cultural heritage and past and present achievements

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Our cultural heritage will be preserved and sites of significance maintained/conserved for future generations</p>	Sites of Historical Significance Develop a list of sites of historical significance and plan for future signage including historical school sites link to the book Playgrounds of the Past.		OE and OM11.16	●	●	●	●	→
	Railway Reserve Investigate options for the use of the Darkan Station Masters House and develop.	Conserv Plan & Railway Reserve Concept Plan	OE, CE14 and OM11.16			●		→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Our cultural and shared heritage will be commemorated at community events</p> <p>The community has a sense of pride in our public areas and assists the Shire in maintenance and development of these</p>	Pioneer Memorial Complete the pioneer memorial with reference to the names of early pioneers to the district.				●			
	Museum/Interpretive Centre Finalise concepts and implement the Darkan Museum project.		OE and OM11.18	●	●			
	Municipal Heritage Inventory Undertake a review of the Municipal Heritage Inventory.		OE			●		
	Historical Information and Records Retain information on concept plans for historical sites and other historical records, accessible from the Shire Office and Library.		OE	●	●	●	●	→
	Civic Events Hold an Australia Day Breakfast at Lake Towerrinning annually, and hold other events to recognise people within the community or to celebrate milestones and achievements.		OE and OM4.7	●	●	●	●	→
	Cultural Day Coordinate a biannual cultural day celebrating cultures in the community.		Grants, OE and OM11.7		●		●	→
	Arthur River Historical Precinct Maintain the Arthur River historical buildings in conjunction with the Arthur River Development Group.		OE and OM11.16	●	●	●	●	→
	Duranillin and Glenorchy Schools Support local community members to maintain, preserve and utilise Duranillin and Glenorchy schools.		OE and OM11.16	●	●	●	●	→
	Moodiarrup, Arthur River and Duranillin Halls Support the Moodiarrup Hall Committee, Duranillin Hall Committee and the Arthur River Development Group in the preservation and management of their halls.		OE and OM11.1	●	●	●	●	→
	6 Mile Cottage, Bowelling Station and Darkan Railway Precinct With the support of volunteers, maintain 6 Mile Cottage Bowelling Railway Station and Darkan Railway precinct.		OE and OM11.16)	●	●	●	●	→

Local Economy

Aspiration: The Shire of West Arthur will be a vibrant, sustainable and growing community with active business and agriculture sectors and well maintained infrastructure

Outcome 2.1: The business community will be DYNAMIC, GROWING AND DIVERSE providing employment and economic benefits to the Shire.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Light industrial land and infrastructure will be developed to promote industry development.</p> <p>New business will be encouraged to locate in the Shire and new employment opportunities will be supported.</p> <p>Support will be provided to existing and new businesses.</p>	Growden Place Light Industrial Area Monitor sales and development opportunities and investigate further land release as needed.		OE, OM13.7 and grants	●	●	●	●	→
	Industrial Infrastructure Provision Undertake a business plan for the purchase and development of industrial sites to attract a business to the Shire.		OE and OM13.7		●			
	Skills Development Undertake research to identify opportunities for local skills development that align with potential employment growth areas.		OE			●	●	→
	Investment Attraction Research and identify opportunities in key sectors to attract investment and create employment and undertake an Economic Development Plan.		OE and OM13.7	●	●	●	●	→
	Business Programs and Development Collaborate with the Community Resource Centre to develop programs and opportunities to support and encourage businesses including training, development and marketing opportunities.		OE and OM13.7	●	●	●	●	→
	Approvals Process all applications for approvals and licences promptly and provide support and assistance with requirements.		OE, OM13.1 and OM10.5	●	●	●	●	→
	Advocacy on Regulatory Issues and Impediments to Business Development Advocate on behalf of local businesses and liaise with WALGA and other agencies to address regulatory issues that negatively impacting on local business. Advocate for the ongoing provision of public utilities required to suit business needs.		OE	●	●	●	●	→
	Communication Infrastructure Support the provision of improved communication technology in the Shire by staying abreast of opportunities, future plans and funding programs and lobbying on behalf of businesses for improvements where warranted, in particular increased mobile phone coverage across the whole Shire (highest priorities Moodiarup and Bowelling), and improved internet speeds and capacity.		OE and OM 13.7	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
	Housing for Employees of Local Industry Continue to monitor the need for and opportunities to fund affordable housing for employees of local industry.		OE			●	●	→
	Local Purchasing Policy Ensure the local purchasing policy is adhered to ensuring the Shire is purchasing from local businesses where viable.		OE	●	●	●	●	→
	Office Space Office space, meeting rooms and video conferencing facilities will be available for rental in the Health and Resource Centre for local and external business use.		OE and OM7.3	●	●	●	●	→

Outcome 2.2: Agricultural businesses will be VIABLE AND SUSTAINABLE providing employment and economic benefit to the Shire

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Stay abreast of current issues affecting farming businesses	Advocacy on behalf of farmers Advocate on behalf of the local agriculture industry as needed.		OE	●	●	●	●	→
	Relationships with Relevant Industry Group and Agencies Maintain positive collaborative relationships with Department of Agriculture, Farm Advisory Group, and other relevant industry groups and associations.		OE	●	●	●	●	→
Ensure our farmers have the opportunity to be up to date with latest developments and encourage investigation and learning to ensure their farms remain viable and sustainable.	Support Trials and Investigative Groups Support and encourage the development and ongoing operations of the West Arthur Trials Group, landcare and other local groups.		OE and Landcare reserve	●	●	●	●	→
	Field Days and Workshops Support field days, seminars and workshops to showcase opportunities and developments.		OE and Landcare reserve	●	●	●	●	→
	Agriculture Diversification and Value Adding Support investigation into opportunities to provide economic benefits and employment growth through agriculture diversification and value adding.		OE and OM 13.7	●	●	●	●	→

Outcome 2.3: The community will have a GROWING POPULATION which will support new business development

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
The Shire will be an appealing and attractive place to move to	Townsite Appearance Maintain and upgrade appearance of major arterial roads and reserves through Darkan, Duranillin and Arthur River with street scape and landscaping appropriate to the area. Encourage land owners and tenants to maintain properties.		OE and OM 10.9	●	●	●	●	→
	Signage strategy Develop and implement a signage strategy to enable the provision of information across the Shire in a coordinated format.		OE and OM 10.9			●		→
There will be a range of short stay accommodation options for visitor to use encouraging them to stay in and explore the Shire	Darkan Caravan Park Continue to promote and manage the Darkan Caravan Park and chalet including further landscaping improvements and the construction of additional chalets if supported by demand.	Tourism Plan	OE, OM13.3, and CE20	●	●	●	●	→
	Support Development of Accommodation Support the development of farm stay and bed and breakfast and other accommodation through support to land owners investigating opportunities.		OE	●	●	●	●	→
The Shire will be promoted to people outside of the Shire as a fantastic place to visit and live	Marketing Plan Investigate options for the development of a marketing plan for the Shire .		OE and OM 13.7			●	●	→
	Promotion Provide 'good news' stories media_and on local radio.		OE	●	●	●	●	→
	Web Presence and Social Media Ongoing maintenance and improvements to the Shire's web page; promote and consult with the community through Facebook and Twitter, and investigate other social media opportunities to promote the Shire well.		OE and OE4.7	●	●	●	●	→
There will be a range of residential and lifestyle options available.	Landcorp Residential Land Liaise with Landcorp to ensure ongoing marketing and promotion of the Landcorp residential lots in King Street.		OE	●	●	●	●	→
	Alternative Residential Land Options Undertake a business plan for the development larger lots sizes with one option being the Shire land in Burrowes Street (opposite the swimming pool)		OE and OM 13.7		●			

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Tourism will be supported locally and regionally to encourage visitors and promote the Shire and lifestyle.	Improvements to Townsite Residential Areas Investigate renovating and onselling existing homes in Darkan, either properties currently owned by the Shire or properties on the market, to improve the overall appearance of the town and encourage new residents.		OE			●	●	→
	Duranillin Water Supply Examine viable alternatives and investigate the future supply of non potable water to Duranillin.		OE and OM 13.5		●	●		
	Iconic Tourism Develop the concept of the Inventors shed and other opportunities to develop iconic tourism		OE and OM 13.4				●	→
	Arthur River Information Bay Upgrade of the tourist information bay at Arthur River.		OE and OM 13.4	●				
	Regional Tourism Collaborate with other local governments and organisations in the region on opportunities to develop tourism, such as a redevelopment of the Lakes brochure from Collie to Lake Grace. Participate in regional programs such Inland Loop to the Blackwood to be part of regional promotion opportunities.		OE and OM 13.4		●	●	●	→
	Tourism Brochure Develop a new tourism brochure for the Shire.	Tourism plan	OE and OM 13.4	●				
	Trails Implement the trails master plan for the Shire, constructing a composting toilet at Bowelling, providing interpretive signage along the trails, inclusion of more adventurous bike tracks i.e. a pump track linked to the Collie Darkan Rail Trail and down hill tracks, and researching the development of the trail from Bowelling through to Duranillin and on towards Kylie. Investigate the potential for canoe trails on the rivers through the Shire and for more adventurous bike tracks.	Trails Master Plan	OE and OM 11.14)	●	●	●	●	→

Built Environment

Aspiration: The Shire of West Arthur will have well maintained infrastructure that supports the community and the economy.

Outcome 3.1: A well maintained road system

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Roads will be well designed and constructed and regularly maintained for safe transport.	Road Infrastructure Data Management Ongoing collection of data and management of Roman system for road infrastructure.	Road Asset Management Plan	OE and OM12.11	•	•	•	•	→
	Integrated Road Management Plan Renew the 10 year road program taking into consideration data held in Roman, road preservation needs, future transport needs, current and future school bus routes, available funds, and traffic data, developing an integrated road management plan.	Road Asset Management Plan	OE	•	•	•	•	→
	Gravel Strategy Develop a ten year gravel strategy to meet the requirements of the road program.	Road Asset Management Plan	OE	•	•	•	•	→
	Clearing Permits Utilising the 10 year road programs, develop and submit applications for clearing with consideration for protection of areas of high value and maintain a high standard of record keeping on clearing undertaken and offsets planted to ensure all clearing returns can be submitted and future clearing permits are not jeopardised. Develop 10 year program of replanting and managing plantings that are part of revegetation for clearing off sets.	Road Asset Management Plan	OE and OM12.7, 12.8	•	•	•	•	→
	Plant Replacement and Acquisition Ongoing review of the plant replacement program, with consideration for efficiency, available funds, and available work force, and annual acquisition and disposal of plant.	Plant Replacement and Asset Management Plan	CE10	•	•	•	•	→
	State Government Road Network Advocate for improvements to the State Government road network in the Shire with consideration for increased road traffic from grain cartage		OE	•	•	•	•	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
<p>Collaborative partnerships will be formed with other shires to ensure sound planning and resource utilisation for maximum transport outcomes for the Shire</p> <p>Collaborative partnerships will be maintained with road users to enhance road safety strategies and plan for future demands.</p>	Sourcing Funding for Roadworks Maximise external funding for works on Shire roads by applying for grants and maintaining a high standard of reporting and accountability on funds received.		OE	●	●	●	●	→
	Bridges Program Ensure ongoing maintenance of bridges in accordance with Main Roads requirements.		OE and OM12.1	●	●	●	●	→
	Footpaths and Walkways Review and ongoing implementation of pathways renewal and upgrade program allowing for ongoing upgrades and renewal.	Road Asset Management Plan	OE and OM12.3, CE2	●	●	●	●	→
	Transport Maintenance Ongoing maintenance of transport infrastructure with a focus on safety, best practice, efficiency and long term asset preservation.	Road Asset Management Plan	OE, OM12.7 and OM12.8	●	●	●	●	→
	Annual Road Construction Program Implement the road construction program driven by priorities identified in integrated road management plan.	Road Asset Management Plan)	CE1 and funding	●	●	●	●	→
	Shared Plant Support the use of sharing plant and resources with neighbouring shires.	4WDL Strategic Plan	EM	●	●	●	●	→
	Regional Network Planning Liaise with neighbouring shires and the Wheatbelt Regional Road Group on future road programs to ascertain potential for collaborative partnerships on works and for a mutual understanding on road network impacts from upgrades. Support strategies for the identification of key transport routes across the region and subsequent upgrades.		EM	●	●	●	●	→
	School Bus Transport Liaise with State agencies on bus network changes, and regularly liaise with school bus operators on road conditions.		EM	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
	Tree Plantations Maintain good relationship with tree plantation operators and liaise with affected land holders with regards to issuing permits for transport of wood chips and logs.		EM	●	●	●	●	→
	Road Maintenance Reporting Encourage road users to report traffic hazards and maintenance and respond to reports within short time frames to minimise the community's exposure to hazards.		EM	●	●	●	●	→

Outcome 3.2: Sustainable well maintained quality facilities that support long term community needs

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
Long term approach to upgrades and improvements of facilities Buildings, facilities, and public amenities are maintained to an appropriate standard.	Building Asset Management Plans Building asset management plans will be improved and maintained for all building assets.		EM and OE4.6	●	●	●	●	→
	Old Basketball and Tennis Courts Remove old toilets and review whether to demolish, maintain or re-utilise the old tennis court building		EM		●			
	Regular Maintenance of Buildings, Facilities, and Public Amenities Carry out annual inspections and complete regular maintenance to ensure assets are maintained and preserved.		EM and OE various	●	●	●	●	→

Outcome 3.3: Attractive townscapes and public facilities for locals and visitors to enjoy

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
Maintain and improve the Shire's parks, gardens, reserves and public open space to a high standard. Complete townscape projects to continue to improve the appearances of townsites and localities.	Regular Maintenance of Parks, Gardens and Reserves Carry out maintenance and improvements to the parks, gardens and reserves on an ongoing basis.		OE and EM11.7	●	●	●	●	→
	Townscape Improvements Maintain and improve townscape amenities including bins, signs, seating, paving etc.		OE and EM10.9	●	●	●	●	→

Outcome 2.4: Appropriate planning and development

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
Review, amend and implement the town planning scheme and policies to ensure any planning and development is appropriate through the Shire.	Policies Review and develop town planning policies including a policy with regards to sea containers.	Town Planning Scheme	OE and OM10.5	●	●	●	●	→

Natural Environment

Aspiration: The Shire of West Arthur will maintain its natural biodiversity and built heritage, and ensure responsible land and water use to preserve the environment for future generations.

Outcome 4.1: Sustainable management of water resources

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Responsible use of water	Reuse of Scoured Water Maintain relationship with Water Corporation for reuse of weekly scoured water.	OE	Operating	●	●	●	●	→
	Low Water Use Fixtures Support the use of automatic turn off taps and low water use toilets in all Shire building developments and redevelopments.	OE and EM various	Operating	●	●	●	●	→
	Upgrade Watering Systems to Water Wise and Use of Water Wise Plants Ongoing upgrade of watering systems in Shire parks and gardens to reduce water consumption and use water wise plants in shire parks and gardens.	OE and EM various	Operating	●	●	●	●	→
Harvest water for reuse	Capture and Store Storm Run Off Water Darkan Investigate capture of storm water runoff in Darkan townsite, on community owned buildings and at sporting facilities for reuse.	OE	Operating		●	●		
	Improve Catchments and Access to Dam Water Improve catchments to Darkan sports dam and old railway dams. Make water from old railway dams accessible for fire and drought.	OE, EM13.6, CE5 and reserves	Capital	●		●		→

Outcome 4.2: Waste is minimised and managed sustainably

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Waste will be managed in accordance with best practice and regulations to minimise land fill, enhance recycling and ensure environmental disposal.</p> <p>Minimisation of waste will be encouraged through-out the community.</p>	Management of Waste Sites and Waste Minimisation Operate the Darkan and Duranillin Refuse sites in accordance with best practice, management plans, and regulations. Restrict users of the Duranillin Site to West Arthur residents and monitor use of Darkan Refuse Site with consideration for manning the site in the future or providing restricted access. Screen the Darkan Refuse Site from the new road. Encourage the separation of reusable items from the sites and the use of home composting and recycling. Reduce the amount of green waste that is burnt at the refuse sites, moving towards a system of mulching and reuse where possible, and provide green waste pick ups to Darkan and Duranillin townsites as needed including after severe storm events.		OE, CE11 and EM10.1	●	●	●	●	→
	Re-Use of Second Hand Items Encourage the re-use of second hand items to reduce waste including supporting the Darkan Buy, Swap and Sell, the Darkan Oppy Shop, car boot sales, collection of scrap metal and batteries, and local auctions.		OE	●	●	●	●	→
	Minimise Single Use Plastics at Events Eliminate, where possible, single use plastics at Shire organised and sponsored events.		OE and OM4.7	●	●	●	●	→
	Waste and Recycling Collection Service Continue to provide a waste and recycling collection service to residents of Darkan and Duranillin and on the trucks route where possible.		OE	●	●	●	●	→
	Recycling Depots in Strategic Locations Continue to provide recycling collection areas in Darkan, Duranillin and Arthur River and a recycle bin swap service for out of town residents.		OE and OM10.1	●	●	●	●	→
	Container Deposit Scheme Support WALGA in the advocacy for the container deposit scheme.		OE	●	●	●	●	→
	DrumMuster Participation in the DrumMuster program for collection of chemical drums.		OE and OM10.1	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Encourage and support the community to focus on environmental sustainable principles.	Disposal of Ewaste Support the sustainable disposal of ewaste outside of the Shire of West Arthur.		OE and OM10.1				●	
	Sewerage Waste Advocate for a sewerage waste treatment option for Darkan townsite and carted effluent waste.		OE	●	●	●	●	→
	Chemclear and HHW Continue to support Chemclear and Household Hazardous Waste Temporary Collection by providing a collection site and promotion.		OE	●	●	●	●	→
	Solar Power Support investigation into the financial benefits over the longer term of solar panels on Shire and community owned properties.		OE		●	●	●	→
	Tidy Towns Committee Support the Tidy Towns Committee and their initiatives to encourage and promote a sustainable community.		OE	●	●	●	●	→
Elimination/management of weeds and pests will be supported within the community by collaborative partnerships with, Department of Parks and Wildlife, Department of Agriculture and community groups	Weed Control and Eradication Ongoing roadside conservation and /or weed control eradication and management. Review the Hillman Zone Weed control action Plan – with consideration for extending to the rest of the Shire and work collaboratively with neighbouring regions and the Department of Agriculture to tackle nationally identified weeds such as bridal creeper; boneseed; broom, sharp rush and cotton bush and add locally significant weeds such as tagasaste, summer weeds, invading perennials etc.	RCP and West Arthur Weed Control Plan and Hillman Zone Roadside Weed Control Plan Regional WONS Control Strategy	OE and OM13.2	●	●	●	●	→
The unique flora and fauna of the Shire will be protected and monitored/recorded	Local Flora Working with community volunteers, contractors and DPAW monitor and record the unique flora in our Shire, focussing on reserves of high value to the local community. Increase samples of previously unrecorded specimens in the Herbarium. Provide training opportunities and support for Herbarium volunteers		OE, OM10.3 and reserves	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Collaborative partnerships with P&W, <i>Friends of Groups</i> , catchment land managers, etc to maintain natural bush land and water ways	Feral Animal Control Support cross-tenure feral animal control programs eg Red Card for Rabbit and Fox control, Red Shield 1080 baiting, Feral Pig control projects.		OE	●	●	●	●	→
	Phascogales Support education, monitoring and establishment of nesting boxes for phascogales and other fauna .		OE and OM10.3	●	●	●	●	→
	Land for Wildlife Support and enhance the work undertaken by <i>Land for Wildlife</i> in the Shire and Bush Heritage sites, by offering support for funding applications and implementation in accordance to individual management plans eg Dardadine Block <i>LFW</i> plan.		OE and OM10.3	●	●	●	●	→
	Darkan Townsite Reserves Review and ongoing implementation of the current plans for Darkan townsite reserves, working collaboratively between School, interested community members, and neighbouring landholders.	Darkan Fire Management Plan ; Nangip Creek Plan ;	OE and OM10.3	●	●	●	●	→
	Hillman Reserve Work with community, State Government agencies and local member to plan for Hillman Reserve protection and enhancement, including removal of asbestos so that public access can be supported.	Rail Trail Extension Feasibility	OE and OM10.3		●	●	●	→
	State Managed Nature Reserves Work with State Government agencies and the local community to ensure the protection and enhancement of State managed nature reserves including Capercup, Kylie, Wild Horse Swamp, Haddleton and Trigwell.		OE and OM10.3g			●	●	→
Biodiversity and protection of bushland will be valued and considered with all land use applications and developments	Protection of Privately Owned High Value Remnants Assist landholders in identifying and conserving areas of high value remnants or conservation potential on their private property – which will enhance the aesthetics of their property and the Shire, as well providing protection for rare fauna and flora found in the Shire.		OE and OM10.3	●	●	●	●	→
	Riparian Area Assessment of Rivers Work with neighbouring NRM groups to implement a Riparian area assessment and conservation plan for the Arthur, Hillman, Beaufort and Manywater rivers.		OE and OM10.3	●	●	●	●	→

Outcome 4.3: RESPONSIBLE LAND USE PLANNING will undertake with viability, sustainability and the environment considered in all decision making.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Sustainability of rural operations and economic viability	Sustainability of Palaeochannels Participate with neighbouring local governments and lobby for a study of the Beaufort Palaeochannel. Only support development applications near palaeochannels where it can be demonstrated the long term sustainability of the resource.	DAFWA reports on Hillman Palaeochannel	OE and OM10.3	●	●	●	●	→
	Encourage and Support Sustainable and Viable Land Use Assist landowners in accessing information, knowledge and skills on sustainable and viable land use such as building healthy soils, reducing dryland salinity effects, reducing wind and water erosion taking up innovative practices that reduce emissions or over use of fertilisers and ag chemicals, improve livestock production systems etc.	West Arthur Trials group	OE and OM10.3	●	●	●	●	→

Governance and Organisation

Aspiration: Through strong leadership and responsible, ethical management the best outcomes will be achieved in partnership with the people of the Shire.

Outcome 5.1: Representation by skilled councillors to achieve the best outcomes for the Shire.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
The Shire Council is representative of the people, interests and needs of the Shire.	Attract Elected Members Develop and implement a program to encourage candidates for elections to increase diversity of elected members.		OE	•	•	•	•	→
	Encourage Voting at Elections Promote voting through Shire wide advertising and provide access to postal voting and easily accessible in person voting.		OE and OM4.5	•	•	•	•	→
Elected members have the skills and knowledge relevant to local government to act in the best interests of the Shire.	Elected Member Training and Development Training, informing, and skill development promoted and available to all elected members including in house development sessions, access to external programs, and induction programs.	Policy	OE and OM4.4	•	•	•	•	→
	Attendance at Conferences / Workshops Fund, promote, support and encourage elected member representation at relevant conferences, workshops and meetings at a regional and state level.		OE and OM4.4	•	•	•	•	→
	Delegated Authority Manual Review Annual review the delegated authority manual in accordance with legislation.		OE	•	•	•	•	→

Outcome 5.2: ACCOUNTABLE service delivery by Council and well trained, motivated, customer focused staff.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Continuously strive to improve performance and delivery across all functions with a focus on customer service.	Customer Complaints and Queries System Monitor system used for dealing with customer queries and complaints, and revise where appropriate.		OE	●	●	●	●	→
	Code of Conduct Review code of conduct every two years.		OE	●		●		→
	Policy Development and Review Develop new policies as required and regularly review existing policies.		OE	●	●	●	●	→
Compliance with regulations and best practice standards will drive good decision making by staff and council.	Integrated Planning and Reporting Framework Demonstrate compliance with the Western Australian Department of Local Government's Integrated Planning and Reporting Requirements Framework and align planning documents to the framework.	IPRF	OE and OM4.6	●	●	●	●	→
	Local Laws Develop new local laws as required and review and amend existing local laws as required and in accordance with legislation.	LG Act	OE and OM4.9	●	●	●	●	→
Financial management and decision making will be transparent, accountable and in an accessible format for the public	Meetings and Forums – Open to Public Continue to have all meetings and discussion forums open to public and encourage community members to participate in the invited guest program.	Policy	OE	●	●	●	●	→
	Forward Financial Plan Conduct annual reviews of the forward financial plan.	LG Act and IPRF	OE and OM4.6	●	●	●	●	→
	Annual Budget Prepare an annual budget to guide the distribution of funding for the Shire's operations.	LG Act	OE	●	●	●	●	→
Staff training and support programs will attract and	Continual Learning Encourage a philosophy of continual learning through structured and unstructured programs.	Policy and Work Force Plan	OE	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
retain the best quality staff	Flexible Workplace Continue to provide opportunities for flexible work opportunities including part time, work from home, casual, and extended leave to suit employees personal commitments and chosen lifestyle.	Policy and Workforce Plan	OE	●	●	●	●	→
	Staff Housing Improve the quality of staff housing to assist to attract and retain staff.		OE					
	Workforce plan Review the Workforce Plan regularly.	IPRF	OE	●	●	●	●	→

Outcome 5.3: STRONG LEADERSHIP in advocacy and planning to ensure sustainability of the Shire.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
The Council will advocate and lobby to meet the needs of the local community.	Representation on/in Key Bodies and Strategic Discussions Support and encourage elected members, officers and community representatives active participation on key external and strategic bodies and discussions that will benefit the Shire.		OE	●	●	●	●	→
	Representation at Forums Represent and promote the council at appropriate regional, state and federal forums		OE	●	●	●	●	→
The council will provide leadership to the community in local government reform. Strategic alliances will be formed and fostered to achieve	Reform Objectively examine opportunities for local government reform and engage the community in discussion on these opportunities.		OE	●	●	●	●	→
	4WDL VROC Support and actively participate in the 4WDL Voluntary Regional Organisation of Councils.	4WDL Strategic Plan	OE and EM4.10	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
maximum outcomes for the shire and region	Regional Collaborations Examine further opportunities and continue to work cooperatively with other councils to create efficiencies and improved services through regional collaboration.		OE	●	●	●	●	→

Outcome 5.4: ACTIVE ENGAGEMENT with the community to optimise input into planning and decision making

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Community engagement strategies will be integrated into planning and decision making.	Community Engagement Network – Develop an electronic network of interested community residents and stakeholders to provide input and feedback on Shire services and planning activities.		OE		●	●	●	→
	Technology Increase use of new technology to engage with public and keep them informed through ongoing review and development of the web site and other digital means.		OE and OM4.7	●	●	●	●	→
	Publications and Newspapers Provide regular information in Bleat Community Newsletter and local newspapers as well as a specific newsletter to residents and ratepayers at least once per annum.		OE and OM4.7	●	●	●	●	→
Community participation will be facilitated through a variety of methods.	Engagement of Sectors not Represented on Council Develop, implement and review a program that ensures that sectors of the community that are not represented on Council are still included in Council decision making.		OE and OM4.7		●	●	●	→
	Community Involvement at Council Meetings Encourage and facilitate deputations and questions at Council meetings and community members having the opportunity to participate in discussion at council meetings.	Standing Orders	OE and OM4.7	●	●	●	●	→
Partnerships and relationships will be formed and maintained to nurture community	Financial Support of Clubs Sustainability Sporting clubs will be encouraged to plan for asset replacement and upgrade, which support business plans, through reserve funds matched on a dollar for dollar basis with the Shire.		OE and reserves	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Interests and support community capacity building and good governance.	Support Volunteers Partnerships will be provided to support volunteers to care for the community and maintain its assets including Duranillin School, Glenorchy School, and seniors helpers, by removing barriers relating to risk management and insurance issues.		OE and OM4.7	●	●	●	●	→
	Address Community Issues Facilitate meetings and functions to address community opportunities and needs. Conduct community forums for project specific matters as required and as appropriate.		OE and OM4.7	●	●	●	●	→
	Representation on External Committees Councillors and staff will represent the Shire on community groups (such as West Arthur Community Resource Centre and West Arthur Cottage Homes) to provide a conduit for information and to show Council support for the community groups.		OE	●	●	●	●	→

Four Year Financial Summary				1	2	3	4
Attached to Corporate Plan							
		Budget V Actual					
		2017/18		2018/19	2019/20	2020/21	2021/22
		Budget	Actual				
			(Estimated)				
<u>Operating Income</u>							
Rates		1,610,369	1,608,543	1,674,784	1,758,523	1,811,279	1,865,617
Operating Grants		771,738	1,717,160	581,365	1,011,431	1,033,204	1,055,461
Subsidies and Contributions		64,589	64,689	51,418	51,237	51,056	50,865
Fees and Charges		316,950	316,549	305,590	250,417	251,175	255,664
Interest Revenue		103,034	28,143	81,197	85,388	86,305	73,121
Other Revenue		16,560	28,143	15,746	16,938	16,135	17,338
Total Operating Income		2,883,240	3,763,227	2,710,099	3,173,933	3,249,152	3,318,066
<u>Operating Expenditure</u>							
Employee Costs		(2,163,872)	(2,065,372)	(2,189,240)	(2,077,989)	(2,136,219)	(2,196,131)
Less allocated to capital works		548,179	400,000	450,000	455,000	465,000	445,000
Materials and Contracts		(1,489,236)	(1,229,109)	(1,381,880)	(811,963)	(740,904)	(793,368)
Less allocated to capital works		317,815	257,102	285,233	200,000	200,000	200,000
Utility Charges		(71,850)	(68,000)	(75,000)	(76,500)	(78,030)	(79,591)
Interest Expenses on Loans		(44,438)	(44,438)	(40,043)	(35,389)	(30,457)	(25,232)
Insurance (non employee related)		(86,461)	(82,000)	(86,000)	(87,720)	(89,474)	(91,264)
Insurance on bridges		(25,000)	0	0	0	0	0
Other (Elected members payment)		(16,425)	(15,125)	(16,425)	(16,425)	(16,425)	(16,425)
Total Operating Expenditure		(3,031,288)	(2,846,942)	(3,053,355)	(2,450,986)	(2,426,509)	(2,557,010)
Total Operating Profit/(Loss)		(148,048)	916,285	(343,256)	722,947	822,643	761,056
<u>Adjustments to Operating</u>							
Operating funded from reserves		6,000	33,000	15,000	20,000	20,000	6,562
Unspent operating grants (bridges) carried forward		320,000	320,000	516,000			
Unspent operating grants (bridges) forward to next year			(516,000)				
Unspent operating grants other carried forward		149,296	149,296	70,000			
Financial Assistance Grants received in advance previous year		493,715	493,715	443,572	0	0	
Less FAGS received in advance for following year			(443,572)				
Net Operating Profit/(Loss) after adjustments		820,963	952,724	701,316	742,947	842,643	767,618
<u>Capital</u>							
Roadworks material		(523,122)	(465,881)	(530,000)	(250,000)	(310,000)	(263,000)
Roadworks employee and plant allocations		(763,137)	(510,143)	(670,000)	(600,000)	(600,000)	(600,000)
Grants and contributions carried forward from previous year		54,145	54,145	153,888	0	0	0
Grants and contributions		940,326	860,780	777,115	614,000	614,000	614,000
Less grant unspent and brought forward to next year			(153,888)	0	0	0	0
Infrastructure materials		(352,536)	(79,144)	(168,229)	(127,833)	(80,000)	(20,000)
Infrastructure employee and plant allocations		(70,857)	(116,959)	(58,233)	(40,000)	(35,000)	(5,000)
Grants and contributions		133,229	3,000	53,911	65,000		
Reserve funded		72,000	8,423	11,318	62,833	60,000	
Plant purchases		(404,000)	(365,773)	(360,000)	(182,690)	(419,000)	(32,401)
Reserve funded		404,000	365,773	360,000	182,690	419,000	32,401
Land and buildings materials		(1,342,917)	(1,237,917)	(80,000)	(50,000)	(385,000)	(100,000)
Land and buildings employee and plant allocations		(32,000)	(30,000)	(7,000)	(15,000)	(30,000)	(40,000)
Grants and contributions carried forward from previous year		204,100	204,100				
Grants and contributions			0				
Reserve funded		1,116,378	1,012,190	50,000	50,000	385,000	100,000
Furniture		(15,000)	0	(15,000)			
Reserve funded		15,000	0	15,000			
Net Capital Expenditure		(564,391)	(451,294)	(467,230)	(291,000)	(381,000)	(314,000)
Proceeds from disposal of houses		230,000	0	230,000			
Funds transferred to reserves		(945,357)	(770,817)	(571,979)	(348,769)	(352,616)	(356,521)
Reserve interest transferred to reserves		(48,734)	(35,907)	(33,724)	(38,771)	(40,571)	(28,301)
Loan repayments principal		(81,648)	(81,648)	(86,043)	(90,698)	(95,629)	(96,883)
Plus reimbursements of self supporting loan (WACH)		24,608	24,608	25,435	26,290	27,174	28,087
Unspent Shire funded projects carried forward		248,500	248,500	0	0	0	0
Surplus carried forward		316,060	316,060	202,226	0		
Surplus(deficit) carried forward to next year		0	202,226	0	0	0	0
<u>Cross checks</u>							
Allocations to capital - labour and plant summary sheet		865,994	657,102	735,233	655,000	665,000	645,000
Allocations to capital - labour and plant capital sheet		#NAME?	(657,102)	(735,233)	(655,000)	(665,000)	(645,000)
Reserve transfers summary		619,287	612,662	(154,386)	(72,017)	490,813	(245,859)
Reserve transfers reserves sheet		(619,287)	612,662	154,386	72,017	(490,813)	245,859
Total capital		#NAME?	(451,294)	(467,230)	(291,000)	(391,000)	(314,000)

			1	2	3	4
Operating income						
	Budget V Actual					
	2017/18		2018/19	2019/20	2020/21	2021/22
	Budget	Actual				
		(Estimated)				
Operating Grants						
FAGS - General Purpose Grants	218,454	422,582	211,291	431,879	441,380	451,091
FAGS - Local Road Grant	275,261	464,922	232,461	475,150	485,604	496,287
FAGS - Bridge Grant		516,000				
Emergency Services Levy for Bush Fire Brigades	28,370	31,500	31,670	31,670	31,670	31,670
Bushfire mitigation funding		45,500				
Events (Youth Week, Seniors, Children's Week)	1,000	2,845				
Kids central grants	30,666	31,032	34,985			
WACH - final payment from funding		6,620				
Landcare project income	50,000	50,000				
Lake Towerrinning NRM		14,543				
DSR Pool Grant	32,000	0				
Direct Road Grant	123,500	69,227	70,958	72,732	74,550	76,414
Storm damage contributions	12,487	57,702				
Enterprising communities - Whealbelt RDA		2,626				
Staff development funding		2061				
	771,738	1,717,160	581,365	1,011,431	1,033,204	1,055,461
Subsidies and Contributions						
ESL Administration contribution	4,000	4,000	4,000	4,000	4,000	4,000
Contribution from trust landcare funds to engage a landcare officer	15,000	15,000				
Minor contributions (Aust Day donations and HRC phone contrib from bank)	300	400	300	300	300	300
WACH loan guarantee fee	3,290	3,290	3,118	2,937	2,756	2,565
Sports clubs reserves	18,000	18,000	18,000	18,000	18,000	18,000
Diesel rebate	23,999	23,999	26,000	26,000	26,000	26,000
	64,589	64,689	51,418	51,237	51,056	50,865
Fees and Charges						
Rate enquiries	600	1,000	600	600	600	600
Rate Instalment charges	600	1,000	600	600	600	600
Credit card surcharge		1,104	1,000	1,000	1,000	1,000
Sale of fire maps		16				
Dog registration fees	1,500	502	500	500	500	500
Cat registration fees	100	210	100	100	100	100
Health licences (lakeside camping)	200		200	200	200	200
Health and Resource Centre	200	219	200	200	200	200
Town planning	1,000	200	500	500	500	500
Cemetery	1,500	1,349	1,500	1,500	1,500	1,500
Septic tank	500	200	200	200	200	200
Hall hire	200	40	200	200	200	200
Kids central fees and charges	75,000	51,000	60,000			
Kids Central membership (managed by members)	1,000	523	700	700	700	700
GROH Lease	67,000	66,000	68,340	69,707	71,101	72,523
JV Housing rent	40,000	31,772	36,000	36,360	36,724	37,091
Refuse collection	44,000	44,017	44,000	45,100	45,100	45,100
Sale of scrap from refuse site		5,445		2,000		2,000
Swimming pool	8,300	8,327	8,300	8,300	8,300	9,000
Community Gym (managed by members)	3,000	4,000	3,000	3,000	3,000	3,000
Sale of history books	50	100	50	50	50	50
Caravan park	20,000	22,000	21,000	21,000	22,000	22,000
Building permit	1,200	2,500	1,300	1,300	1,300	1,300
Duranillin Water	1,500	1,500	1,500	1,500	1,500	1,500
Standpipes	5,000	2,661	3,000	3,000	3,000	3,000
AW special series number plates (t/fer to heritage reserve)	300	364	300	300	300	300
Private works	8,000	28,000	12,000	12,000	12,000	12,000
Licensing commission - vehicles	8,000	9,000	8,000	8,000	8,000	8,000
Vehicle Examination	10,000	14,000	13,000	13,000	13,000	13,000
Staff housing rent	17,000	18,500	18,500	18,500	18,500	18,500
Plant other	200					
The Shed membership (managed by members)	1,000	1,000	1,000	1,000	1,000	1,000
	316,950	316,549	305,590	250,417	251,175	255,664
Interest Revenue						
Rate interest and penalty	11,000	11,000	11,000	11,000	11,000	11,000
Interest on general funds	28,000	24,000	22,000	22,000	22,000	22,000
Reserve interest	48,734	35,907	33,724	38,771	40,571	28,301
Contribution from WACH to loan interest	15,300	15,300	14,473	13,618	12,734	11,820
	103,034	86,207	81,197	85,388	86,305	73,121
Other Revenue						
HRC reimbursements	6,200	6,000	6,386	6,578	6,775	6,978
Cemetery plaques (niche wall)		2,087				
Swimming pool - Education Dept. portion maintenance		1,869				
Uniform and staff reim other including workers comp	2,000	146				
Staff vehicle contrib and other reimbursements	2,860	2,860	4,860	4,860	4,860	4,860
Drummuster	1,000	1,000		1,000		1,000
Insurance claim/refund		9,650				
Minor other		31				
Sports club contribution for insurance and garden	4,500	4,500	4,500	4,500	4,500	4,500
	16,560	28,143	15,746	16,938	16,135	17,338

Wages and Employee Costs (OE)

	Budget V Actual 2017/18			Predicted		
	Budget	Actual (Estimated)	2018/19	2019/20	2020/21	2021/22
Works wages	(1,126,946)	(1,051,946)	(1,152,555)	(1,137,132)	(1,171,246)	(1,206,383)
Cleaning wages	(67,756)	(67,756)	(70,360)	(71,360)	(72,360)	(73,360)
Childcare wages	(108,779)	(96,279)	(99,684)			
Senior staff	(220,900)	(220,900)	(223,330)	(228,913)	(234,636)	(240,502)
Administration wages	(344,875)	(350,875)	(357,995)	(368,735)	(379,797)	(391,191)
Kids central superannuation, workers comp and other employee costs	(22,000)	(17,000)	(17,000)			
Employee overheads allocated superannuation	(170,000)	(170,000)	(176,816)	(177,002)	(182,088)	(187,321)
Employee overheads allocated workers compensation insurance	(43,000)	(43,000)	(40,000)	(43,347)	(44,593)	(45,874)
Employee overheads allocated staff housing materials	(30,000)	(15,000)	(20,000)	(20,000)	(20,000)	(20,000)
Employee overheads allocated training	(11,116)	(13,116)	(12,000)	(12,000)	(12,000)	(12,000)
Employee overheads allocated fringe benefits tax	(3,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Employee overheads allocated uniform and protective clothing	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)
Employee overheads allocated employee costs other (professional membership, employment advice(WALGA subscription), leaving gifts, relocation expenses)	(9,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	(2,163,872)	(2,065,372)	(2,189,240)	(2,077,989)	(2,136,219)	(2,196,131)

Non contract wages increase by fair pay commissioner increases each year (3.5% in 2018/19). Estimated are 3% thereafter.

In 2019/20, there is a reduction of one full time works positon when Roads to Recovery grants revert back to lower funding.

Additional \$20,000 towards operation of the Darkan Refuse Site from 2019/20.

Childcare wages are for 2018/19 only, and then revert to the Regional model.

Senior staff increases are based on 1.5% in the 2018/19 and then 2.5% each year thereafter.

Administration staffing includes reduction in 2018/19 of the funded trainee role, project officer increasing from 300 to 400 hrs (approx. 0.25 FTE), discontinuation of youth officer (100 hrs) and seniors officer (190hrs), change to admin management structure (1.35 FTE between 3 staff - DCEO role

	Materials and Contracts (OM)							
			2017/18		1	2	3	4
			Budget	Actual				
	Reference			(Estimated)	2018/19	2019/20	2020/21	2020/22
	OM3.1	Rates and Valuation expenses	(23,300)	(23,000)	(28,300)	(23,883)	(24,360)	(24,847)
	OM3.2	Investing/bank fees	(6,500)	(6,000)	(6,500)	(6,500)	(6,500)	(6,500)
	OM4.1	Council and committee meetings	(2,500)	(2,250)	(2,500)	(2,575)	(2,652)	(2,732)
	OM4.2	Council office maintenance	(500)		(500)	(500)	(500)	(500)
	OM4.3	Members of council general	(300)	(250)	(250)	(250)	(250)	(250)
	OM4.4	Councillors training and conference expenses	(2,500)	(1,500)	(4,000)	(4,000)	(4,000)	(4,000)
	OM4.5	Elections	(11,500)	(4,318)		(4,000)		(4,000)
	OM4.6	Corporate planning, asset valuations,	(9,000)	(5,000)	(2,000)	(30,000)	(5,000)	(5,000)
	OM4.7	Public relations and civic functions	(7,000)	(6,000)	(6,000)	(7,000)	(7,000)	(7,000)
	OM4.8	Audit	(17,000)	(18,000)	(30,000)	(30,750)	(31,519)	(32,307)
	OM4.9	Compliance, policy and local laws governance	(1,500)	(1,546)	(1,600)	(1,600)	(1,600)	(1,600)
	OM4.10	4WDL VROC, Governance memberships - WALGA, Central Zone	(18,000)	(14,500)	(18,000)	(18,000)	(18,000)	(18,000)
	OM5.1	Bush fire brigades and control and emergency management	(18,000)	(18,000)	(19,000)	(19,000)	(19,000)	(19,000)
	OM5.2	Bush Fire Mitigation expenditure materials		(9,920)				
	OM5.3	LEMC - WALGA or CESM Contribution	(4,000)	(4,156)	0	0	0	0
	OM5.4	Animal control expense	(2,000)	(300)	(1,200)	(1,236)	(1,273)	(1,311)
	OM6.1	Seniors	(2,000)	(1,200)	(1,500)	(1,500)	(1,500)	(1,500)
	OM6.2	Education - schools and community	(600)	(100)	(100)	(100)	(100)	(100)
	OM6.3	Youth, children and other welfare	(3,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	OM6.4	Kids Central Childcare	(18,000)	(11,490)	(16,000)	(5,000)	(5,000)	(5,000)
	OM6.5	Kids Central member activities	(1,000)	(900)	(1,000)	(1,000)	(1,000)	(1,000)
	OM7.1	Health Officer service	(9,000)	(3,000)	(7,000)	(7,000)	(7,000)	(7,000)
	OM7.2	Fruit fly and mosquito control	(500)	(50)	(300)	(300)	(300)	(300)
	OM7.3	Health and Resource Centre	(7,000)	(7,000)	(8,000)	(8,000)	(8,000)	(8,000)
	OM7.4	HRC furniture and equipment for new building	(20,000)	(20,000)	(5,000)			
	OM7.5	Medical Service	(18,000)	(15,000)	(17,000)	(17,510)	(18,035)	(18,576)
	OM9.1	Housing maint - GROH and Community	(30,100)	(28,000)	(15,000)	(15,000)	(15,000)	(15,000)
	OM9.2	Cottage Homes - loan guarantee fee	(3,290)	(3,290)	(3,118)	(2,937)	(2,756)	(2,565)
	OM10.1	Refuse collection, site maint, recycling,	(60,500)	(60,000)	(62,013)	(63,563)	(65,152)	(66,781)
	OM10.2	Urban storm water and environ protection	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	OM10.3	Landcare officer	(25,000)	(25,000)	(25,000)	(25,000)	25,000	(11,562)
	OM10.4	Landcare projects	(95,366)	(95,366)				
	OM10.5	Town Planning services	(8,000)	(3,000)	(7,000)	(7,000)	(7,000)	(7,000)
	OM10.6	Public toilets	(8,000)	(6,500)	(6,000)	(6,180)	(6,365)	(6,556)
	OM10.7	Cemeteries	(2,000)	(2,000)	(1,500)	(1,500)	(1,500)	(1,500)
	OM10.8	Cemeteries unmarked grave project and surveying	(13,000)	(8,000)	0			
	OM10.9	Townscape	(1,000)	0	(2,000)	(2,000)	(5,000)	(5,000)
	OM11.1	Public halls	(9,000)	(4,500)	(9,000)	(9,270)	(5,000)	(5,150)
	OM11.2	Darkan hall portico	(4,000)	(4,000)				
	OM11.3	Lake Towerrinning	(5,000)	(3,000)	(4,000)	(4,000)	(4,000)	(4,000)
	OM11.4	Lake NRM project	(5,000)	(19,000)				
	OM11.5	Darkan Swimming Pool	(15,000)	(14,000)	(15,000)	(15,000)	(15,000)	(15,000)
	OM11.6	Pool project	(32,000)	0				
	OM11.7	Parks and gardens (Darkan, Dura and Arthur River including community g	(7,000)	(3,000)	(6,000)	(6,000)	(6,000)	(6,000)
	OM11.8	Reserves maintenance	(1,000)	(1,300)	(1,500)	(1,500)	(1,500)	(1,500)
	OM11.9	Youth activity area	(3,500)	(2,000)	(7,000)	(2,000)	(2,000)	(2,000)
	OM11.10	Sports clubs and amenities	(18,000)	(16,000)	(6,000)	(6,000)	(6,000)	(6,000)
	OM11.11	Football oval	(3,000)	(1,200)	(6,000)	(6,000)	(6,000)	(6,000)
	OM11.12	Town dam water supply for recreation	(6,000)	(700)	(2,000)	(2,000)	(2,000)	(2,000)
	OM11.13	Community Gym (member managed funds)	(3,000)	(4,000)	(3,000)	(3,000)	(3,000)	(3,000)
	OM11.14	Trails	(2,000)	(1,400)	(1,000)	(1,000)	(1,000)	(1,000)
	OM11.15	Library	(15,000)	(14,500)	(15,000)	(15,000)	(15,000)	(15,000)
	OM11.16	Historical building maintenance etc.	(2,000)	(200)	(2,000)	(2,000)	(2,000)	(2,000)
	OM11.17	Culture - events, cultural projects (Shire and Community)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	OM11.18	Museum project	(90,000)	(1,000)	(72,000)	(7,500)	(7,500)	(7,500)
	OM11.19	The Shed	(2,000)	(800)	(3,000)	(1,000)	(1,000)	(1,000)
	OM11.20	Shed community development project	(16,630)	(16,630)				
	OM11.21	Replace pioneer memorial panels	(5,000)	(5,000)				
	OM12.1	Bridges (Shire)	(50,000)	(40,000)	(30,000)	(30,000)	(30,000)	(30,000)
	OM12.2	Bridges (Grant)	(320,000)	(320,000)	(516,000)			
	OM12.3	Footpaths	(12,000)	(200)	(10,000)	(7,000)	(1,000)	(1,000)
	OM12.4	Signage (town and rural)	(4,000)	(1,000)	(3,000)	(3,000)	(3,000)	(3,000)
	OM12.5	Verges and road sides (town and rural - weed control)	(2,500)	(800)	(1,500)	(1,500)	(1,500)	(1,500)
	OM12.6	Culverts	(4,000)	(3,000)	(4,000)	(4,000)	(4,000)	(4,000)
	OM12.7	Other maintenance gravel	(24,500)	(500)	(5,000)	(5,000)	(5,000)	(5,000)
	OM12.8	Maintenance sealed	(5,000)	(9,000)	(8,000)	(8,000)	(8,000)	(8,000)
	OM12.9	Storm damage	(16,650)	(15,000)				
	OM12.10	Depot maintenance	(3,000)	(4,000)	(5,000)	(5,000)	(5,000)	(5,000)
	OM12.11	RoMan database and transport admin	(8,000)	(5,871)	(7,000)	(7,000)	(7,000)	(7,000)
	OM13.1	Building surveyor	(8,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	OM13.2	Declared weed control	(1,500)	(200)	(1,000)	(1,000)	(1,000)	(1,000)
	OM13.3	Caravan park	(5,000)	(3,000)	(4,000)	(4,500)	(4,500)	(4,500)
	OM13.4	Information bays and tourism other	(9,500)	0	(3,000)	(1,000)	(1,030)	(1,061)
	OM13.5	Duranillin water supply	(3,000)	(500)	(3,000)	(3,000)	(3,000)	(3,000)
	OM13.6	Standpipe water	(2,000)	(300)	(2,000)	(2,000)	(2,000)	(2,000)
	OM13.7	Economic development	(5,000)	(3,000)	(5,000)	(5,000)	(5,000)	(5,000)
	OM14.1	Vehicle and licensing services	(1,000)	(2,372)	(1,000)	(1,000)	(1,000)	(1,000)
	OM14.2	Administration equipment, stationary, building maintenance	(40,000)	(35,000)	(40,000)	(38,360)	(41,873)	(41,597)
	OM14.3	Risk management, OSH, insurance support	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)
	OM14.4	Plant costs - fuel, parts, licensing, expendable tools	(258,000)	(250,000)	(265,000)	(272,950)	(281,139)	(289,573)
	OM14.5	Shed (Members managed funds)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
			(1,489,236)	(1,229,109)	(1,381,880)	(811,963)	(740,904)	(793,368)

Loan Repayments		2017/18								2018/19			2019/20			2020/21			2021/22		
		Original Principal	Interest Rate	Term	Date Raised	Interest	Principal	Fee		Interest	Principal	Fee	Interest	Principal	Fee	Interest	Principal	Fee	Interest	Principal	Fee
Loan 69	Staff Housing	150000	6.8	15	15/06/2007	4096	11787	447		3264	12619	365	2373	13510	276	1419	14464	182	398	11514	81
Loan 70	GROH Housing	560000	6.56	15	7/05/2010	22314	36247	2475		19877	38684	2221	17276	41285	1950	14501	44061	1661	11538	47023	1353
Loan 72	Industrial Site	100000	3.27	10	29/01/2016	2728	9006	607		2430	9304	544	2122	9612	479	1803	9931	412	1475	10259	342
Loan 73	WACH	470000	3.32	15	30/06/2017	15300	24608	3290		14473	25435	3118	13618	26290	2937	12734	27174	2756	11820.32	28087.12	2565
						44438	81648	6820		40043	86043	6248	35389	90698	5643	30457	95629	5011	25232	96883	4341
Total Principal and Interest																					
Loan 69							15883			15883			15883			15883			11912		
Loan 70							58561			58561			58561			58561			58561		
Loan 72							11734			11734			11734			11734			11734		
Loan 73							39907			39907			39907			39907			39907		
Principal Outstanding at end of financial year																					
Loan 69							52107			39488			25978			11514			0		
Loan 70							317316			278631			237346			193285			146262		
Loan 72							77764			68459			58847			48916			38657		
Loan 73							445392			419957			393668			366494			338407		

Capital		2017/18				2018/19		2019/20		2020/21		2021/22	
		Budget V Actual (Estimated)											
		budget		Actual Estimated									
		Materials	Labour and Plant	Materials	Labour and Plant	Materials	Labour and Plant	Materials	Labour and Plant	Materials	Labour and Plant	Materials	Labour and Plant
	Roadworks												
CE1	Roadworks (materials and contractors)	(523,122)	(763,137)	(465,881)	(510,143)	(530,000)	(670,000)	(250,000)	(600,000)	(310,000)	(600,000)	(263,000)	(600,000)
	Regional Road Groups grants	342,286		262,740		355,000		340,000		340,000		340,000	
	Roads to Recovery grants	598,040		598,040		422,115		274,000		274,000		274,000	
	Note: The Shire must fund 1/3 of Regional Road Group projects.												
	Unspent Roads to Recovery Grant	54,145		54,145									
	Unspent Roads to Recovery Grant			(153,888)		153,888							
	Note: No Roads to Recovery can carry over from 2018/19 to 2019/20 as it is the end of a four year program.												
	Infrastructure												
CE2	Footpaths	(9,500)		(9,307)	(2,256)					(20,000)	(5,000)	(20,000)	(5,000)
CE3	Seal back lane	(18,370)	(32,247)	(18,370)	(23,000)								
	Seal behind businesses Burrowes Street and hall car park					(25,000)	(20,000)						
	Burrowes Street Parking area opposite HRC adjacent to play area												
CE4	Car park and lighting HRC and Hall (Materials and Contracts)	(108,968)	(20,300)	(30,000)	(78,000)	(78,000)	(30,000)						
	Darkan Tourist Info Bay signage (Materials and Contracts)	(11,000)	(800)	(10,575)	(1,413)								
	contributions from tourist committee	3,000		3,000									
	Path at cemetery (Materials and Contracts)	(2,469)	(6,927)	(2,469)	(10,000)								
	Rail trail signage (Materials and Contracts)	(17,000)	(2,350)	(8,423)	(2,290)								
	reserves	17,000		8,423									
CE5	Kylie Dam project (Materials and Contracts)	(65,229)	(8,233)	0	0	(65,229)	(8,233)						
	grants and contributions	65,229		0		53,911							
	reserves					11,318							
CE9	Nature Play and Youth space (Materials and Contracts)	(120,000)						(127,833)	(40,000)				
	reserves	55,000						62,833					
	grants and contributions	65,000		0				65,000					
CE7	Duranillin Water Supply												
CE11	Darkan Refuse Site									(60,000)	(30,000)		
	Less transfer from reserves									60,000			
CE8	Lighing improvements									(10,000)			
	Plant												
CE10	Plant replacement program	(404,000)		(365,773)		360,000		182,690		419,000		32,401	
	reserves	404,000		365,773		(360,000)		(182,690)		(419,000)		(32,401)	
	Land and buildings												
CE12	staff housing	(95,000)		0		(50,000)		(50,000)	(15,000)	(350,000)	(20,000)		
	building reserve	95,000		0		50,000		50,000		350,000			
	depot shed	(10,000)	(7,000)	0	0	(10,000)	(7,000)						
CE13	community housing												
CE14	Station House											(20,000)	(20,000)
	building reserve											20,000	
CE20	New chalet at caravan park											(80,000)	(20,000)
	building reserve											80,000	
CE16	Bowelling/Cemetery composting toilet									(35,000)	(10,000)		
	building reserve									35,000			
CE18	Health and resource centre expansion	(1,237,917)	(25,000)	(1,237,917)	(30,000)	(20,000)							
	Grants c/f	204,100		204,100									
	Reserves	1,021,378		1,012,190									
	Furniture												
CE21	IT Servers and capital furniture	(15,000)		0		(15,000)							
	less reserves	15,000		0		15,000							
		301,603	(865,994)	205,808	(657,102)	268,003	(735,233)	364,000	(655,000)	274,000	(665,000)	331,000	(645,000)
	Net Capital Expenditure after reserves and grants	(564,391)		(451,294)		(467,230)		(291,000)		(391,000)		(314,000)	

	2016/17	2017/18				2017/18				2018/19				2019/20				2020/21				2021/22			
	Actual YTD Closing Balance	Budget Interest Earned (2.5%)	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Estimated Interest Earned (2.2%)	Estimated Transfers In (+)	Estimated Transfers Out (-)	Estimated Closing Balance	Budget Interest Earned (2.2%)	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Interest Earned (2.5%)	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Interest Earned (2.5%)	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Budget Interest Earned (2.5%)	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance
Name	\$	\$	\$	\$	\$					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Leave Reserve	129,924	3,244			133,168	2,858			132,782	2,930			135,712	3,393			139,105	3,478			142,582	3,565			146,147
Plant Reserve	85,403	2,125	360,000	(404,000)	43,528	1,879	360,000	(365,773)	81,509	1,793	302,679	(360,000)	25,981	650	306,469	(182,690)	150,410	3,760	310,316	(419,000)	45,487	1,137	314,221	(32,401)	328,445
Building Reserve	419,344	10,334	546,057		630,735	9,226	316,057		494,627	13,876			688,503	17,213	0	0	655,715	16,393		0	287,108	7,178	0		194,286
Land for staff housing				(55,000)				0																	
Staff housing				(40,000)				0				(50,000)				(50,000)				(350,000)					
Health and Resource Centre				(250,000)				(250,000)																	
Caravan Park Chalet																							(80,000)		
Station Masters House																							(20,000)		
Composting toilets Bowelling and Cemetery																				(35,000)					
Income from Sale of houses									0		230,000														
Town Development Reserve	59,844	1,494			6,338	1,317			61,161	1,346		0	62,506	1,563		0	1,236	31		0	1,267	32		0	1,298
Nature Play Space				(55,000)				0				0				(62,833)									
Recreation Reserve	52,658	1,315			36,973	1,158			30,393	669		0	31,062	777		0	31,839	796		0	32,635	816		0	33,451
Rail Trail signage				(17,000)				(8,423)																	
Lighting football oval								(15,000)																	
Heritage Reserve	4,321	108	300		4,729	95	300		4,716	104	300		5,120	128	300		5,548	139	300		5,987	150	300		6,436
Community Housing Reserve	108,237	2,700			110,937	2,381			92,618	2,038			94,656	2,366			97,022	2,426			99,448	2,486			101,934
Loss on community housing								(18,000)																	
Waste Management Reserve	76,734	1,915			78,649	1,688			78,422	1,725		0	80,147	2,004		0	82,151	2,054		(60,000)	24,205	605		0	24,810
Darkan Swimming Pool Reserve	31,309	782			32,091	689			31,998	704	0		32,702	818	3,000		36,519	913	3,000		40,432	1,011	3,000		44,443
Information Technology Reserve	55,316	1,381			41,697	1,217			56,533	1,244			42,777	1,069		0	43,846	1,096		0	44,942	1,124		0	46,066
Server upgrade				(15,000)				0				(15,000)													
Darkan Sport and Community Centre Reserve	159,208	3,976	30,000		193,184	3,503	30,000		192,711	4,240	30,000		226,950	5,674	30,000		262,624	6,566	30,000		299,190	7,480	30,000		336,669
Health and Resource Centre Reserve	753,897	17,526		(771,378)	45	8,293		(762,190)	(0)			0	(0)	(0)		0	(0)	(0)		0	(0)	(0)		0	(0)
Arthur River Country Club Renewal Reserve	14,901	383	6,000	(3,000)	18,284	328	6,000		21,229	467	6,000	0	27,696	692	6,000		34,388	860	6,000		41,248	1,031	6,000		48,279
Moodiarrup Sports Club Reserve	3,000	1,376	3,000	(3,000)	4,376	66	3,000		6,066	133	3,000	0	9,199	230	3,000		12,429	311	3,000	0	15,740	394	3,000		19,134
Museum	55,000	75			55,075	1,210			56,210	1,237			57,447	1,436		(5,000)	53,883	1,347		(5,000)	50,230	1,256		(5,000)	46,486
Landcare Reserve							55,460		55,460	1,220		(26,318)	30,362	759		(15,000)	16,121	403		(15,000)	1,524	38		(1,562)	0
									0																
	2,009,096	48,734	945,357	(1,613,378)	1,389,809	35,907	770,817	(1,419,386)	1,396,434	33,724	571,979	(451,318)	1,550,820	38,771	348,769	(315,523)	1,622,837	40,571	352,616	(884,000)	1,132,024	28,301	356,521	(138,963)	1,377,883
					(619,287)				1,396,434				154,386				72,017				(490,813)				245,859
					(619,287)				612,662																
									1,396,434	(1,012,190)															
									612,662																

Notes to Reserves

Notes to Reserves	
Leave Reserve	Reserve to be used when long service or extensive accrued leave is taken either at termination or if relief staff cover is required to back fill the person on leave.
Plant Reserve	Based on the plant replacement program.
Building Reserve	Upgrades and renewals to all Shire owned buildings including housing, halls, recreation, community centres.
Town Development Reserve	
Recreation Reserve	For upgrades or renewal on recreation facilities in the Shire.
Heritage Reserve	Income from sale of AW special series number plates. For use on public owned heritage sites in Shire.
Community Housing Reserve	The profit/loss between community housing income and expenditure is transferred through this reserve annually. Part of initial funding requirement.
Waste Management Reserve	Initially put aside as contribution towards regional facility. If the Shire does not chose to join a regional facility or project, it could be used to set the Darkan site up for when it is managed onsite when open I.e., toilet, office.
Darkan Swimming Pool Reserve	Renovation works, major repairs and upgrades.
Information Technology Reserve	The Shire's current accounting software has few local government clients. The Shire is very likley to be forced or wish to change a more commonly used system in the future. Likely cost to change \$80,000.
	Also used for major upgrades to hardware.
Darkan Sport and Community Centre Reserve	Based on 50/50 contributions from club and Shire annually. Used for renewal program.
Health and Resource Centre Reserve	Funds Hawthorn estate left to Shire. All to be spent on extension of building.
Arthur River Country Club Renewal Reserve	Based on 50/50 contributions from club and Shire annually. Used for renewal program.
Moodiarrup Sports Club Reserve	Based on 50/50 contributions from club and Shire annually. Used for renewal program.
Museum	Funds remaining from Betty Brown Estate. Approximately \$5,000 per annum used each year towards display changes, caring for collection, and supporting management.

Plant Replacement Program																		
Registration	Asset		Recommend		Manufacture	Date	Current	Purchase	kms/hrs	Exptd		17/18	17/18					
Number	Number	Description	Frequency		Year	Purchased	Age	Cost		Life	Market Value 2016	Budget	Actual /Estimated	18/19	19/20	20/21	21/22	
GRADERS		(3 graders purchased new and changed over every 8-10 years).																
AW143	G12	JOHN DEERE 670G	8 yrs or 8000 hrs	Changed to every 10 years. 11 on one occasion. Dropped trade	2017	7-Feb-18	1	312,000	209	10	N/A	370,000	312,000					
AW524	G10	CAT 12M			2014	1-Jun-14	4	336,200	4,368	10	288,000							
AW3753	G11	CAT 12M			2016	1-Apr-16	2	334,800	2,171	10	315,000							
AW 773	G9	VOLVO G930 GRADER (2009) - 12FT BLADE (MTC WEST SIDE)											-65,000	-59,758				
AW143	G12	JOHN DEERE 670G																
AW524	G10	2014 CAT 12M																
AW3753	G11	2016 CAT 12M																
LOADERS		(1 backhoe and 1 bobcat purchased new or near new and replaced as required; 2 loaders replaced every 10 years and rotated - i.e. newer loader is the primary loader)																
AW149	L16	JCB 4CX-4WS-SM ECO Sitemaster 4x4x4 Loader Backhoe	15 years		2011	23-Oct-12	7	110,697	2,524	10	55,000							
AW3415	L12	JD Skid Loader Bobcat - second hand - 5 years old	15 years		2003	1-Sep-06	15	29,000	5,381	10	8,000	50,000	56,000					
AW 743	L15	Volvo L90F	10 years	Changed to every 12 years. Dropped trade	2010	17-May-10	8	262,000	7,431	10	72,000							
??	L??	Volvo L90F	10 years		2017	30-Jun-17	1	241,000		10	N/A							
AW149	L16	JCB 4CX-4WS-SM ECO Sitemaster 4x4x4 Loader Backhoe																
AW3415	L12	JD Skid Loader Bobcat - second hand - 5 years old										-5,000	-3,000					
AW 743	L15	Volvo L90F																
??	L??	Volvo L90F																
AW 3346	L40	Caterpillar 924G										-45,000	-45,407					
DOZERS		(Dozer purchased in near new secondhand condition and replaced as required)																
AW3597	D3	Caterpillar D6T XL Crawler Tractor (bulldozer)	20 Years		2010	23-Oct-12	8	256,617	4,139	12	155,000							
AW3597	D3	Caterpillar D6T XL Crawler Tractor																
FIRE TRUCKS		(Funded and changed over by DFES. Arthur River are to receive a 4.4 - was supposed to happen in 2017/18 - waiting on one being available)																
1ECE747	T19	2.4BA Darkan Fire Truck - New. Provided by FESA			2012	22-May-13					190,000							
1ECO 065	T18	2.4BA Duranillin Fire Truck - New. Provided by FESA			2012	23-May-13					190,000							
1DCF743	T17	Isuzu Arthru River Fire Truck. Provided by FESA			1999	18-Dec-09					36,000							
TRUCKS		(1 small truck for parks and gardens, 1 small mainteance truck for roads with hiab, 1 dual cab small truck for construction team, 1 six wheeler truck, 1 older prime mover fitted out for water tanker, 3 other prime movers for use with 2 side tippers and float trailers for transporting plant).																
		(Prime movers currently planned for 12 year change overs, however ideally we would plan for 10 years and change if required i.e. high maint. and keep for longer if no maint issues)																
AW3701	T21	Hino 921 crew cab small truck used for construction team	8 yrs	change to 10 years	2014	1-Jul-15	4	75,000	52,718	10	23,500							
AW163	T15	Hino 500 Series ST Truck (small maintenance tip truck)	10 yrs	change to 12 years	2010	1-Jun-11	8	82,761	106,398	10	6,975							
AW 3321	T12	Hino parks and gardens truck	12 yrs		2004	1-Dec-05	14	37,861	200,557	12	32,000				55,000			
AW 3467	T14	DAF 6 wheeler	12 yrs	change to 18 years	2006	31-Mar-08	12	196,034	169,822	10	32,000				170,000			
1BFG988	T20	Used Mac (prime mover 1)	12 yrs	keep at 12 years	2002	1-Sep-14	16	38,000	780,530	10	35,000				160,000			
AW 965	T11	Isuzu Giga CX2 385 (prime mover 2 - water cart)	12 yrs	change to 16 years	2004	6-Dec-04	14	143,160	240,143	10	19,033					170,000		
1EMJ873	T22	Isuzu Giga used (prime mover 3)	12 yrs	Change to 14 years	2008	21-Nov-16	10	74,800	226,462	10	N/A							
AW890	T1	Isuzu Giga (prime mover 4)	12 yrs	keep at 12 years	2017	1-Jun-17	1	147,320	15,865	10	N/A							
AW3701	T21	2014 Hino 921 crew cab																
AW163	T15	2010 Hino 500 Serioes ST Truck																
AW 3321	T12	Gardners (HINO)													-5,000			
AW3467	T14	DAF													-18,000			
1BFG988	T20	2002 Used Mac Prime Mover													-10,000			
AW 965	T11	Isuzu Giga CX2 385															-10,000	
AW 890	T8	UD Nissan 4998										-7,000	-6,142					
1EMJ873	T22	Truck purchased in 2016																
??	T23	Isuzu Giga (prime mover)																
TRAILERS		(3 side tipping trailers replaced with new or near new at 20yrs, water tanker replaced with second hand fuel tankers as needed, 2 existing floats to be replaced with one flat float suitable for rollers)																
1TDT561	SP83	2001 Side Tipping Trailer - No1	15-20 years	moved to 25 yrs	2001	14-Sep-04	17	42,000		-	20,000							
AW5211	SP110	1993 Haulmore Triiaxle Side Tipping Trailer - No2	15-20 years		1993	27-Nov-08	25	50,000		-	25,000					100,000		
1TNB 664	SP112	2012 Evertrans Tri-Axle Side tipping Semi Trailer - No 3	15-20 years	moved to 25 yrs	2012	12-Jun-12	6	93,620			45,000							
AW5264	SP111	1989 Marshall Triaxle Water Tanker plus Improvements	15 years		1989	5-May-11	29	46,203			22,000							
XTK038	LL1	1965 Low Loader Tandem Axle Float	as required		1965	1-Oct-02	53	23,000		-	5,580							
AW5283	LL2	1986 Bischoff 9.7m Tri/A Low Loader	as required		1986	23-Oct-12	32	17,011			15,161					70,000		
1TDT561	SP83	Side Tipping Trailer - No1	as required															
AW5211	SP110	1993 Haulmore Tri Axle ide Tipping Trailer - No2	as required														-5,000	
1TNB 664	sp112	2012 Evertrans Tri-Axle Side Tipping Trailer - No 3	as required							-								
AW5264	sp111	1989 Marshal Tri Axle Water Tanker - 35000 litres	as required															
1TCY133	SP106	1978 White-Boisich Tandem Dolly	as required									-5,000	-3,246					
XTK038	LL1	Used Low Loader														-5,000		
AW5283	LL2	1986 Bischoff 9.7m Tri/A Low Loader														-10,000		
ROLLERS		(Rollers generally replaced with new or secondhand near new condition on an as needs bases - i.e. based on deterioration, maintenance required)																
??	R12	Padfoot roller	15-20 years						1,173			100,000	113,000					
AW889	R11	CAT multi roller PS300C	15-20 years	changed to 20 yrs	2014	1-Jul-15	3	179,505	1,792	15-20	138,000							
1DQT344	R10	Caterpillar PS-300C Pneumatic Compactor (multi roller)	15-20 years	changed to 20 yrs		17-Jun-11	3	192,270	2,780	15-20	74,000							
AW5065	R8	Large Vibe Roller(Used) trade VV500D(WW105D)	15-20 years		2003	1-Dec-03	3	133,575	4,718	15-20	22,500					150,000		
	R12	Padfoot roller																
aw889	R11	2014 CAT multi roller PS300C																

	R10	Cat Roller																
	R8	Large Vibe Roller(Used) trade VV500D																
TRACTORS		(JD kept when kubota purchased due to low trade value)															-35,000	
AW 736	L7	1995 JD Series 2000 Tractor	not replaced			19-Mar-96		24,950		20	4,434							
AW 3453	L14	2007 KUBUTOA M7040 (2007)	as required			1-Dec-07		44,250	1,490	20	18,950							
AW 3453	L14	KUBUTOA 7040 (2007)																
OTHER																		
AW 5150	SP69	2001 Kohler Road Broom	as required			2-Nov-01		36,639		-	4,500							
AW5045	SP1	1998 8m Squirrel cherry Picker (replace with 2 person, new)	as required			29-Oct-98		26,500			6,975							
NOT LICENSED	SP81	Tree Pruning Saw Attachment	as required			1997		60,000		10	6,278							
PASSENGER																		
0 AW	C1	Admin Vehicle - Toyota Prado	3 years			4-Jan-17		51,404	39,092							58,000		
0 AW	C1	Admin Vehicle - Toyota Prado																
AW 0	C2	Works Manager Vehicle - Dual Cab ute	1yr-2yrs (test market)			1-May-18		46,410	N/A			45,000	46,410			46,350	47,741	
AW 0	C2	Works Manager Vehicle -											-22,000	-24,091	-22,660	-23,340		
UTES		(approx 8-10 utes. 4 near new rotating down to road works as replaced)																
1EPE988	C28	Toyota hilux 4x2 dual cab (supervisor parks)	5 years parks/remain life roads		2014	1-Sep-14	4	31,804	72,458	10	24,000					34,000		
AW319	C25	Holden Colorado (Builder)	7 yrs builder/remain life roads		2014	21-Feb-14	4	23,041	100,664	14.0	21,000							
AW371	C26	Toyota (Mechanic)	7yrs mechanic /remain life roads		2014	23-Apr-14	4	24,408	20,194	14.0	19,000					32,000		
AW01	C4	Holden Colarado 4X4 (Leading Hand)	4 yrs lead hand/remain life roads		2015	1-Oct-15	3	29,221	99,008	10	24,000					34,000		
AW449	C24	Hilux Dual Cab (roads ex parks)			2009	6-Apr-10	9	23,994	176,028	10	13,000							
AW3717	C3	DX Holden Colarado 4X4 (roads ex builder)			2010	7-Oct-10	8	29,091	271,369	10	10,000							
ICKX864	C22	Hilux - (roads ex mechanic)			2006	15-Jan-07	12	17,091	105,364	10	5,000							
AW 3349	C21	Rodeo (roads)			2006	1-Mar-06	12	18,311	96,928	10	3,500							
AW3363	C20	Holden Rodeo Ttop (roads)			2005	12-Jan-06	13	26,202	266,384	5	7,000							
AW665	C16	Ford Courier 4x4 Spray ute			1999	31-Aug-99	19	19,877	253,155	5								
AW3676	C27	2014 Isuzu DMAX crewcab 4 x 4 (CESM)			2014	1-Sep-14		35,863		7		-17,000	-10,992					
Other utes not entered as trades as presumed they will have no value when they are disposed of at the end of their life.																		
MOWERS																		
AW	M5	Gianni Ferrari 730 Diesel Rideon mower	as required			1-May-17		38,181		6								
	M6	Kubota zero turner mower	as required			1-Nov-15		10,550		5	8,000					11,000		
	M5	Ferrari Mower	as required			1-Nov-15		10,550		5								
		Kubota zero turner mower																
SUNDRY																		
Minor Plant Purchases												5,000		8,000	8,000	8,000	8,000	
		Net Outlay Required						4,082,771				404,000	365,773	360,000	182,690	419,000	32,401	
		Net Outlay funded by:																
		Opening Balance in Reserve Account										85,403	85,403	81,509	25,982	150,410	45,487	
		Interest on Investment										2,125	1,879	1,793	650	3,760	1,137	
		Plant Depreciation Transferred to Reserve	ed from 2.5% increase to 1.5%									248,945	248,945	252,679	256,469	260,316	264,221	
		Additional Funds transferred to Reserve										111,055	111,055	50,000	50,000	50,000	50,000	
		Net Outlay Required										-404,000	-365,773	-360,000	-182,690	-419,000	-32,401	
		Total being contributed to reserve fund including interest										362,125	361,879	304,472	307,119	314,077	315,358	
		Balance in Reserve Fund (C/Fwd)											43,528	81,509	25,982	150,410	45,487	328,445
		Total transferred to reserve											360,000	360,000	302,679	306,469	310,316	314,221