



ATTACHMENTS

**Ordinary Council Meeting
Under Separate Cover**

Thursday, 23 May 2024

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Age Friendly Community Plan

2024 - 2029



Forest to Wheatbelt

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

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Acknowledgment of Country

The Shire of West Arthur respectfully acknowledges that the land upon which we work and live is the traditional land of the Wilman Noongar people. We recognise their cultural heritage, beliefs, and continuing relationship with the land. We honour Elders past, present, and emerging, and we support the principles of a reconciled Australia for all its people.

About the Document

This document was prepared by the Shire of West Arthur.

Disclaimer

All information and content in this material is provided in good faith and is based on sources believed to be reliable and accurate at the time of development. The Shire of West Arthur and its respective officers, employees, and consulting agents do not accept legal liability or responsibility for the material or any consequences arising from its use.

Feedback

Any feedback related to this document should be emailed to: shire@westarthur.wa.gov.au

Acknowledgments

The Shire of West Arthur would like to thank the people and organisations who contributed time and expertise to the development of the Shire of West Arthur Age Friendly Community Plan.



AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Message from the President and CEO

It is with pleasure that we present the Shire of West Arthur’s *Age-Friendly Community Plan*. The Shire of West Arthur recognises the value of the contributions older people make to our community and so has developed this plan to identify priorities for our aging residents.

It is critical that we plan for an aging community, as the percentage of older people in the Wheatbelt is projected to increase to over 17% of the population by 2027. There will be challenges but also opportunities to ensure that the quality of life of the aging population remains high.

Identification of key stakeholders both within and outside of the Shire is already in progress, with responsibility for addressing the needs being shared amongst them. The Shire of West Arthur is already working collaboratively with partners to address the needs of current and future older residents and will continue to identify new opportunities as they arise. We recognise that the improvements identified in this Plan will also benefit the wider community.

The Shire of West Arthur’s *Age Friendly Plan* outlines our commitment to our older residents, both current and future. The strong community spirit and level of participation in this Plan have helped to develop comprehensive actions that will further enhance the lives of our residents.

Neil Morrell
Shire President

Vincent Fordham Lamont
Chief Executive Officer



AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Executive Summary

In 2023, the Shire of West Arthur directed the creation of an Age-Friendly Community Plan, which will assist in the development of an age-friendly future for the community.

'Ageing-in-place' is regarded as the ability of older people to live in their own homes and community safely, independently, and comfortably, regardless of age, income, or intrinsic level of capacity (World Health Organisation - WHO, 2015). In essence, 'aging-in-place' is about ensuring access, affordability, and attitudes to maximise health and well-being outcomes for older people. It is recognised that population aging is a global problem. It is estimated that the global population of people aged 60 and over will almost triple by 2050, and those aged 80 and over will increase almost fivefold.

In June 2007, 17% of the Western Australian population was aged 60 years and over. It is estimated that by 2041, this percentage will increase to nearly one in three. The highest projected growth rates overall are among the population aged 85 and over, which is projected to increase from 1% of the population to between 7-11%. There are significant implications for assisted housing, health, and disability services.

With the aging population, it is projected that there will be an increase in the number of people with dementia, of between 12.5% and 25%, by 2050 (estimations vary, reflecting improvements in diagnosis and changes in definitions of dementia). As a result, there will be an increased demand for dementia-specific services both in terms of community services and residential aged care.

Inland rural communities are experiencing aging in a different way. There has been a pattern of inland rural population decline, particularly in the young adult groups of 15-24 and 25-34 years. By default, this means there is aging in rural and remote communities. Some rural communities have seen an influx of older people seeking cheaper housing and alternative lifestyles. Some communities have had structural changes within them, including the loss of public and private services such as schools, hospitals, sporting clubs, and social opportunities, which makes the community less attractive to younger people. This leads to implications for the sustainability of the community and the provision of suitable housing, health and disability services, transport, and social participation for older people.

To respond to these and other socio-economic changes, communities need to be responsive and proactive, adopting an approach to develop a community that promotes active aging and strives to be a community where people of all ages and abilities can participate in the physical and social environment and enjoy good health and well-being. Communities with an age-friendly approach have been shown to respond to these changes most effectively.

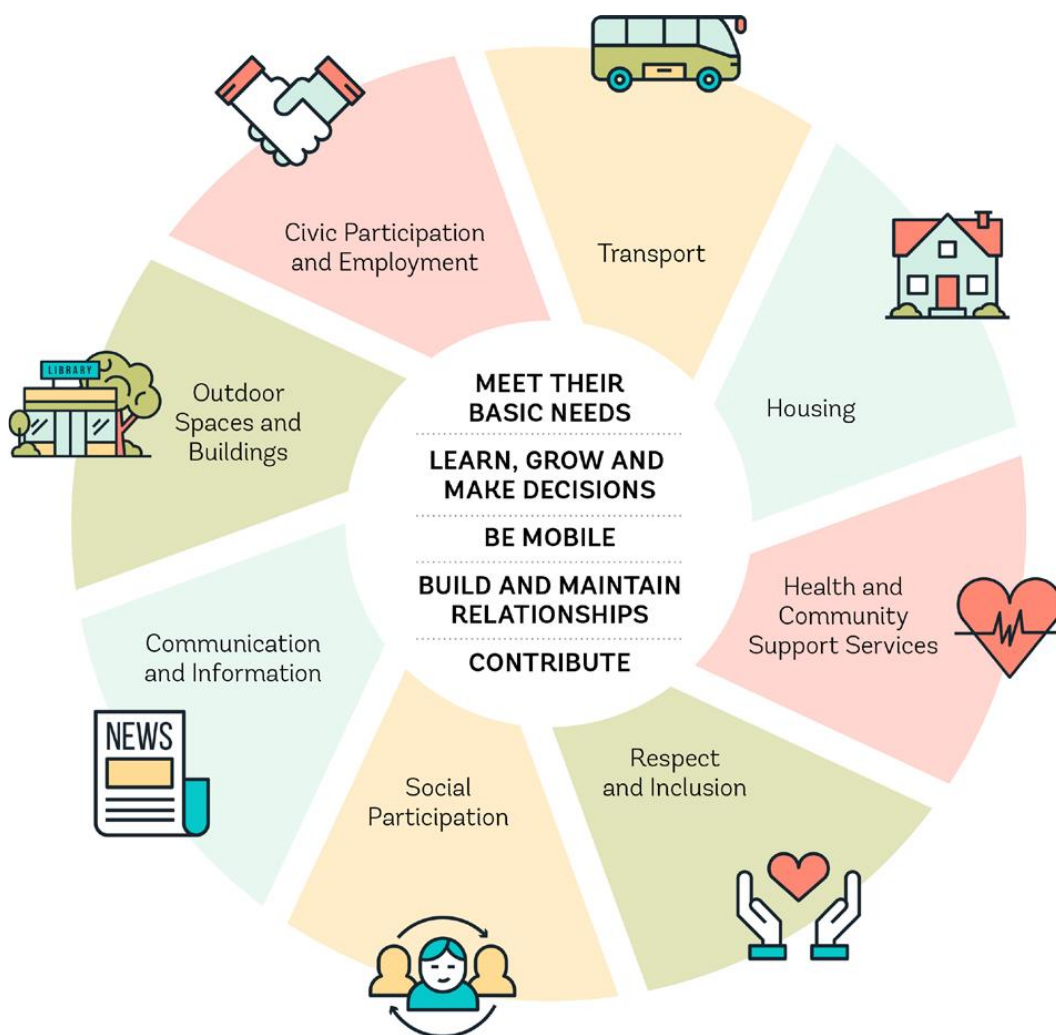
The preface of the World Health Organisation's (WHO) *Report on Ageing* highlights that for most older people, "the maintenance of functional ability has the highest importance" and "the greatest costs to society are not the expenditures made to foster this functional ability, but the benefits that might be missed if we fail to make the appropriate adaptations and investments" (WHO, 2015). The *Report on Ageing* outlines the five essential functional elements for older people to age safely in a place that is right for them, to continue to develop personally, to be included, and to continue contributing to their communities while retaining their health. These elements are:

- Meet their basic needs.
- Learn, grow, and make decisions.
- Be mobile.
- Build and maintain relationships.
- Contribute.

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The framework developed in WHO's *Global Age-Friendly Cities Guide* proposed eight essential features that can help to identify and address barriers to the well-being and participation of older people. These features include:

- Transport.
- Housing.
- Health and community support services.
- Social participation.
- Outdoor spaces and buildings.
- Respect and social inclusion.
- Civic participation and employment.
- Communication and information.



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What is an Age-Friendly Community?

An age-friendly community encourages active aging by offering opportunities for health, participation, and security in order to enhance the quality of life of life as people age.

It is a community that:

- Recognises the great diversity among older people.
- Promotes their inclusion and contribution in all areas of community life.
- Respects their decisions and lifestyle choices.
- Anticipates and responds flexibly to aging-related needs and preferences.

An age-friendly community is one that has appropriate housing, transport, physical infrastructure, and social and civic supports that enable people to maintain participation in the community as they grow old. Being age-friendly also means that a community has reviewed and adapted its physical and social infrastructure to help older people age in place.

The seniors' population now spans more than 40 years (from 60 to 100+ years) making it very diverse in terms of health, family, economic, emotional, physical, and household circumstances.

Aging well requires planning to enable older people to age with dignity, maintain their independence, play active and valued roles, and have their rights respected and upheld. The WA government's planning approach for seniors is underpinned by the following principles:

- An individual's choices, rights, and dignity are fundamental.
- Aging well is a lifelong journey.
- 'Aging in place' benefits everyone.

It benefits both seniors and their communities to have opportunities to stay connected, to have a say in the services that affect them, and to remain mentally and physically active. When seniors benefit, the whole community benefits.

Planning for an age-friendly WA means:

- Promoting health and well-being.
- Access to essential services.
- Economic security and protection of rights.
- Welcoming and well-planned communities.
- Opportunities to contribute.

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Background

Previous Plans

A joint plan between six Shires: Dumbleyung, Lake Grace, Wagin, West Arthur, Williams, and Woodanilling was developed in 2010. This plan looked at the region but included snapshots of information about West Arthur. The researchers created focus groups, interviewed service providers, and surveyed individuals. It was recognised that there were limitations to the interpretation of the data; however key issues were identified, and a framework developed for future planning.

In 2018 a review of the Plan was carried out, creating an Addendum specifically for the Shire of West Arthur. The review identified improved infrastructure and the delivery of new or improved services, including:

- Eight independent living units constructed in Darkan as part of the 4WDL Well Aged Persons Housing Project.
- The engagement of a part-time senior's support officer by the Shire.
- Activities for seniors including bus trips and outings funded and organised by the Shire and the Community Resource Centre (CRC).
- The West Arthur Group of Seniors (WAGS) has formed with weekly gatherings for activities.
- Parkinson's support group meetings; and
- Improvements to Shire infrastructure and equipment to support seniors in our community.

Findings in the review also identified that the overall demographic was stable but aging, attributing this to the additional independent living units, the good health of the older residents, and the provision of services enabling them to stay within their community for longer.

The Shire of West Arthur participated in two projects before the review: the Wheatbelt Development Commission's (WDC) Creating Age-Friendly Communities in Small Towns (2015) and Enterprising Communities in 2017.

The original findings had not changed in that overall older people felt that in many respects the community was age-friendly despite some significant barriers. They felt safe, valued, and respected. They enjoy the freedom that country living gives them and supported by family, friends, and neighbours, as well as service providers, are able to stay active and involved in community life, without being a 'burden' on their families.

Issues identified in the review included:

- Lack of transportation.
- Need for more GP/community nursing hours.
- Delivered meals service.
- Access to Telehealth.
- Pharmacy access.
- Parking and access to facilities, including shops; and
- Footpaths.

This Addendum was not completed and did not go to Council for endorsement.

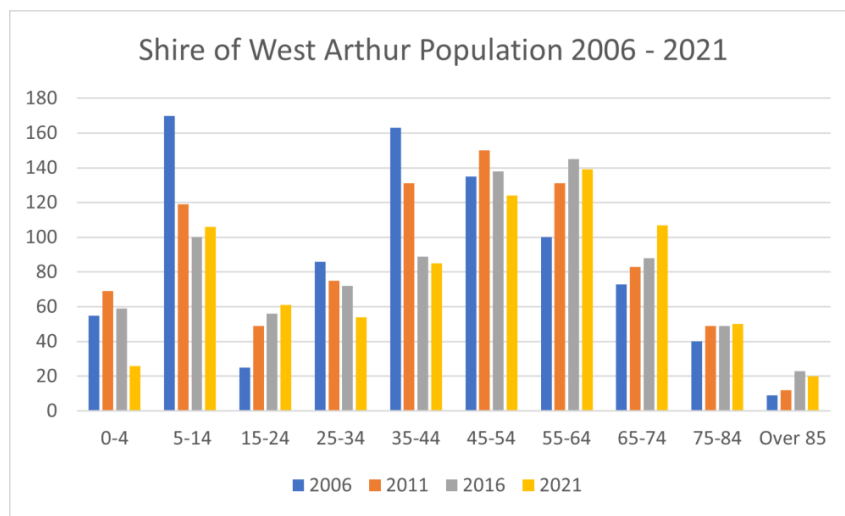
About Our Community

Demographic Profile

Situated 204km southeast of Perth and 115km east of Bunbury, the Shire of West Arthur is nestled between the forests of the South-west and the Wheatbelt. The western side of the Shire is typified by bush and forest, and the eastern side is predominantly broad-acre farming with less than 5% remnant bush.

At 2580km², it is one of the largest shires in the area. Peaking in 1966 at 1427, the population of the Shire of West Arthur steadily decreased and is currently 773 (2021 Census).

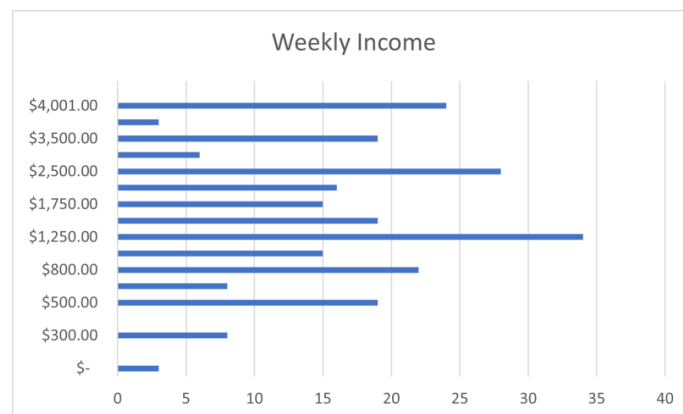
In recent times, West Arthur has had increases in the 15-24 age group but significant declines in the 0-4 and 35-44 age groups. There have been corresponding increases in the older age groups.



Socio-Economic Profile

There are several measures that can be used to evaluate the socioeconomic status of residents. One is the weekly income.

The average weekly income across Australia in August 2022 was \$1,250, an increase of \$50 (4.2%) since August 2021. Figures for West Arthur are shown below.



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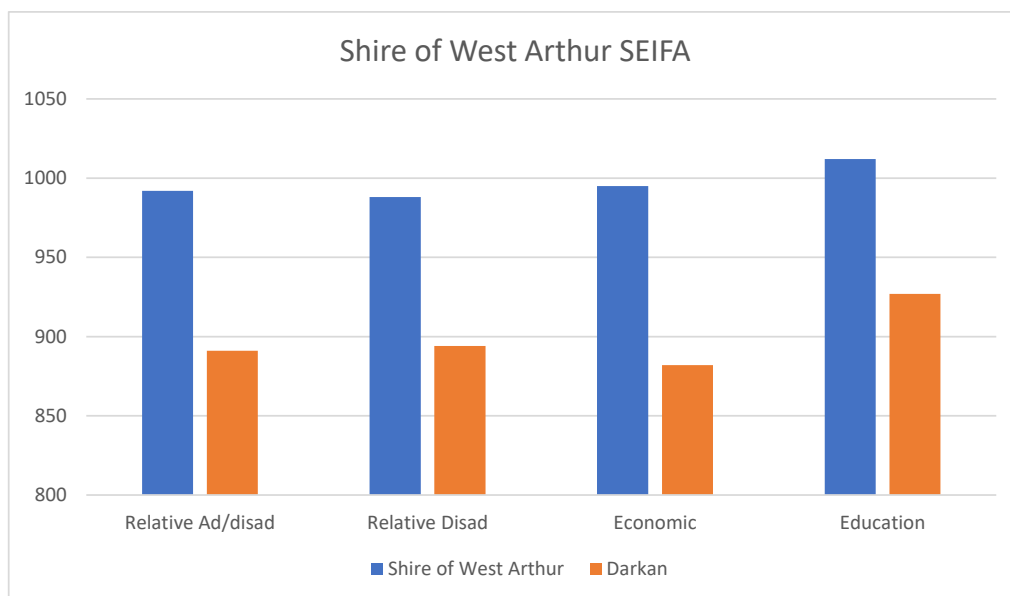
Data from Services Australia show that in 2020 there were 136 people in the Shire that received some form of assistance, with 70 people receiving an Age Pension, 26 receiving a Disability Support Pension, 22 on Jobseeker and 18 on carer or parenting allowances. All pensions and allowances are means tested.

The maximum basic rate per fortnight (excluding supplements) for age pensions is \$936.80 for singles and \$1412.40 for combined couples. Maximum JobSeeker fortnightly payments are \$668.40 for singles, \$718.60 for a single with a dependent child or children, \$718.60 for a single, 60 or older, after 9 continuous months on payment and \$608.70 for partnered. Disability Support Pensions are the same as the age pension.

Indigenous populations have been consistently shown to have an overall lower socio-economic status. In the 2021 Census, data shows that 3.5% of the population identified as being indigenous; however, this figure could be higher as 13% of the population did not state their indigenous status.

The Australian Bureau of Statistics (ABS) also analyses statistics from various aspects of the census, along with other data to develop Socio-Economic Indexes for Areas (SEIFA). The ABS broadly defines relative socio-economic advantage and disadvantage in terms of people’s access to material and social resources, and their ability to participate in society. A lower score for a Statistical Area Level 1 (SA1) indicates that an area is relatively disadvantaged compared to an area with a higher score. However, it is important to remember that the scores are an ordinal measure, so care should be taken when comparing scores. Common uses of SEIFA include:

- Determining areas that require funding and services.
- Identifying new business opportunities; and
- Assisting research into the relationship between socio-economic disadvantage and various social outcomes.



It is important to note that while the Shire overall rating is in the 4th quintile, the town of Darkan’s overall rating is in the 1st quintile, putting it in the most disadvantaged category. Potentially, this could be because of the number of aged people living in the community.

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SEIFA scores do not measure accumulated wealth, infrastructure, transport, and differences in cost of living. When used in the rural context, these issues need to be considered.



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Links with our Strategic Community Plan, Corporate Business Plan, and Disability Access and Inclusion Plan

Local governments in Western Australia are required to comply with the Integrated Planning and Reporting Framework, which includes development of a Strategic Community Plan and Corporate Business Plan as well as other Informing Strategies and Plans, such as the Age-Friendly Community Plan.

In the process of developing this Age-Friendly Community Plan, the Shire’s Strategic Community Plan was considered to ensure alignment with Council’s priorities.

Theme	Outcome	Strategy
1. Community – Safe, Friendly and Inclusive	1.1 A safe place to work, live, and visit	1.1.1 Support for the provision of emergency services and volunteers 1.1.2 Prevention of crime 1.1.3 Communication of risks and hazards to the community and assist with the management of these
	1.2 Support available for people of all ages and abilities	1.2.1 Actively support and promote a range of activities for a range of ages and abilities 1.2.2 Maintain and support the growth of medical facilities, childcare, and aged services in the district 1.2.3 Provide services and infrastructure to meet the needs of the community
4. Built Environment – well-maintained roads and infrastructure which reflects our identity	4.2 Our built infrastructure is well-maintained, attractive, and inviting	4.2.2 Community facilities are continually reviewed and upgraded as required through asset management plans 4.2.3 Our townscapes are attractive and well-developed with consideration for current and future usage
5. Leadership and Management – inspirational, dynamic, transparent	4.4 Actively engage with community, business, and other stakeholders to grow and develop the community	4.4.1 Continue to collaborate with other regional shires to achieve maximum benefits for the region 4.4.2 Council will advocate on behalf of the community on issues that the community identifies as important 4.4.3 Continued improvement in communication with the community through various platforms that ensure all

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		members of the community have access to information
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As part of developing the Shire’s Corporate Business Plan, the Council must consider the core business functions of the Shire, all informing strategies and plans, budgetary constraints, resources available, and identified community needs as outlined in the Strategic Community Plan. The community priorities identified in this Age Friendly Community Plan and the proposed actions to address them will be considered by the Council as part of the annual planning process.

Methodology

The Community Development Officer was instructed to carry out community consultation through a variety of means, including:

- Face-to-face consultation.
- Email.
- Informal surveys.

It was important to consult with as many participants as possible, including seniors, carers, service providers, and stakeholders. This was conducted through meeting with local groups and individuals in an informal setting (‘yarning’), making the participants feel more comfortable in providing information.

The survey covered eight domains of age-friendliness that influence the health and quality of life of older people.

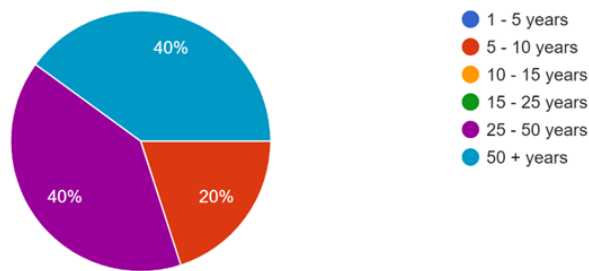
1. Community and Health Care
2. Outdoor Spaces and Buildings
3. Transportation
4. Housing
5. Social Participation
6. Respect and Inclusion
7. Civic Participation and Employment
8. Communication and Information

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Key Findings

The Shire of West Arthur consulted with the community by a survey process using social media, the Shire website, and the local newsletter 'The Bleat'. Surveys were also delivered to key stakeholders. These methods were successful, with several respondents.

Most respondents indicated that they had lived in the community a long time, with 80% having lived in the Shire of West Arthur between 25 and 50+ years. A lesser percentage showed that they had relocated to the Shire to retire.



All respondents indicated that they were planning on staying in the community long-term.

What we like about living here

'No hustle and bustle of the city...'; 'the facilities and the people...'; 'quiet and peaceful...'; 'friendliness of the country...'; 'peace and quiet, community friendship...'

What we don't like about living here

'Lack of shopping...'; 'businesses closing...'; 'distance from major services...'; 'understocked supermarket...'



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Community and Health Care

Summary

Accessible and affordable community and health services are crucial in keeping seniors healthy, independent, and active. This involves an appropriate supply of aged care services conveniently located close to where older people live and trained health and social workers to provide these services.

Seniors have different healthcare needs and preferences. A range of services along the continuum of aged care, such as preventive care, geriatric clinics, hospitals, adult day centres, respite care, rehabilitation, residential nursing home care, home care and palliative care, would meet these diverse needs. These services should be easily accessible at locations convenient for seniors to reach. Residential care services, such as nursing homes, located within residential areas would allow older residents being cared for there to remain connected to their familiar surroundings. Education on the health system and available health services would raise awareness among seniors of the areas of care available to them. Health services should be affordable to provide seniors with peace of mind that they will be able to receive care regardless of their ability to pay. (WHO 2021)

The Council of the Ageing's Conversations summary report outlined that older Australians want to have choices about their services, and there is a need for good information about options and service quality, along with the support to make the best choices (COTA, 2011). Services should also cater for diversity and not discriminate against the individual (COTA, 2011).

There is an ongoing need to challenge the stereotype of an older person and increase knowledge and understanding of the process of ageing (WHO, 2015). Older Australians have indicated they want to be respected for who they are and that they are valued as contributing members of society (COTA, 2011). In addition, older people should be fundamentally recognised as a diverse group of people with individual choices, rights, and dignity – i.e., 'one size does not fit all' (DLCCG, 2016).

Community Consultation Findings

Limited Health and Allied Services are available in the Shire of West Arthur, with the population being required to travel to larger regional centres such as Narrogin or Collie to access services such as hospitals, dentistry, optical, or physiotherapy.

The Health and Resource Centre, managed by the West Arthur Community Resource Centre, is located in Darkan and provides a range of services, including:

- A weekly doctor
- Weekly blood testing service
- A twice-weekly health nurse
- Chiropractic clinic every 8 weeks
- Exercise classes.

Telehealth appointments and video appointments can be facilitated. Counselling is available by appointment only.

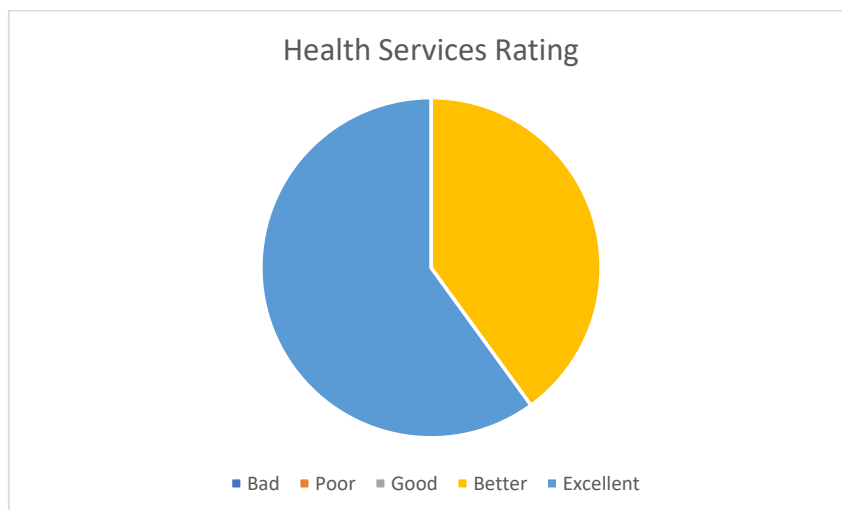
The West Arthur Community Resource Centre also offers Seniors Care, partnering with InCasa Country. After registration with My Aged Care, clients receiving community care packages are eligible for these services.

Regarding community support and health services, the recipients rated the following statements:

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There is an adequate range of services	40%
Home care services include health, personal care and housekeeping	100%
The services are affordable	60%
Services are well-promoted	20%
Appropriate information is provided on services	40%
Health and community support services are conveniently located	80%
Buildings are well-constructed and fully accessible	80%
My home is located close to services and the community	80%
Service delivery is coordinated	0%
The administration is simple	0%
Staff respect older people	80%
Staff are trained to server older people	60%
Emergency planning considers older people	20%

All participants indicated that they were keen to stay and ‘age in place’; however, due to the lack of adequate health care, those who develop high needs will have to relocate.



REMPAN data also shows that a small percentage of the population requires assistance with core activities. This could indicate the limited health and allied services available for those in need of assistance, forcing people to move outside of the Shire for the required services.

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Need for Assistance	West Arthur	Wheatbelt	Southwest	Western Australia
Does not have a need for assistance with core activities	84.04%	83.49%	88.35%	88.72%
Has need for assistance with core activities	3.06%	5.16%	5.29%	4.58%
Not stated	12.90%	11.07%	6.14%	6.43%

REMPAN data from the 2021 Census shows that residents in the Shire of West Arthur have fewer long-term health conditions than the rest of the Wheatbelt, but in conditions more associated with aging residents, there is a higher percentage than when compared to the state of every condition excepting kidney disease. This could be because of the older population within the Shire, as well as the fact that people have had to relocate closer to service providers if they are suffering from major health conditions, including kidney disease and dementia.

Long-Term Health Conditions	West Arthur	Wheatbelt	Southwest	Western Australia
Arthritis	10.11%	10.47%	10.02%	7.62%
Asthma	7.98%	8.09%	8.09%	7.32%
Cancer (including remission)	2.79%	3.41%	3.24%	2.73%
Dementia (including Alzheimer’s)	0.66%	0.69%	0.78%	0.66%
Diabetes (excluding gestational)	4.92%	5.52%	4.69%	4.39%
Heart Disease (including heart attack and angina)	4.12%	4.77%	3.95%	3.55%
Kidney Disease	0.40%	1.00%	0.81%	0.76%
Lung Condition (including COPD or emphysema)	2.13%	2.37%	1.94%	1.58%
Mental Health Conditions (including depression or anxiety)	5.32%	8.38%	9.53%	8.25%
Stroke	0.93%	1.05%	0.98%	0.81%
Any other long-term health condition(s)	3.59%	7.04%	7.64%	7.36%
No condition / Not stated	70.74%	66.36%	66.41%	69.90%

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Outdoor Spaces and Buildings

Summary

The external environment has a major impact on older people's mobility, independence, and quality of life as they go about their daily lives outside the comfort of their homes. A clean city with well-maintained recreational areas, ample rest areas, well-developed and safe pedestrian and building infrastructure, and a secure environment provides ideal living conditions for seniors to age in place.

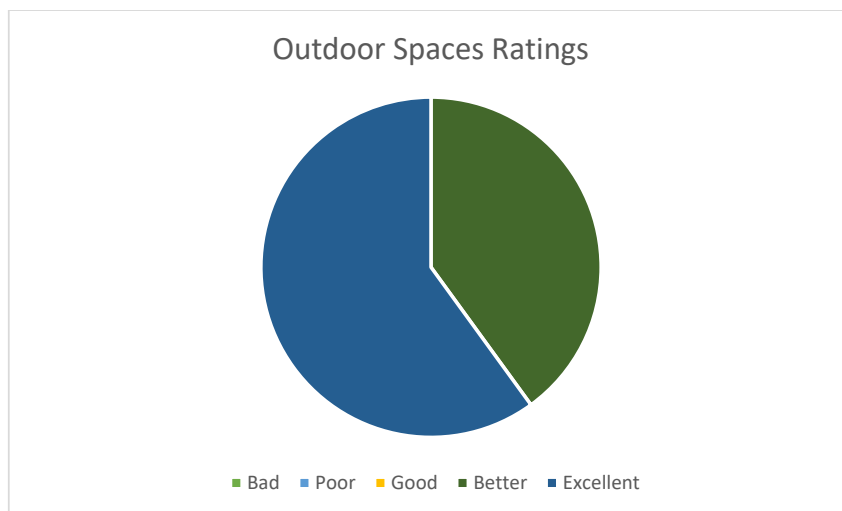
A town's cleanliness, noise levels, odours, and green spaces affect its age-friendliness. When towns develop clean and green environments and take age-friendly features into consideration for urban planning, towns can become great places for older residents to live out their golden years.

Narrow, uneven, cracked, and congested pavements are potential hazards for older people, compounded by the weather when it rains. Cars parked on pavements and cyclists also pose safety risks as pedestrians are forced to walk on the roads. Pedestrian crossing lights that change too quickly are another danger for older pedestrians, who may rather not go out in extreme cases. A lack of rest areas makes it even more difficult for seniors to get around when they tire. Public facilities and shops located far away from where seniors live would deter seniors from using these facilities.

A community will not be cohesive and integrated if residents feel unsafe. This, in turn, discourages older people from going about their daily lives independently and affects social integration between generations. Making residents feel safe also involves putting adequate measures in place against natural disasters. (WHO 2021)

Community Consultation Findings

Participants and stakeholders were asked to rate the outdoor spaces in the Shire of West Arthur and to provide feedback on seating, footpaths, pedestrian crossings, and street lighting.

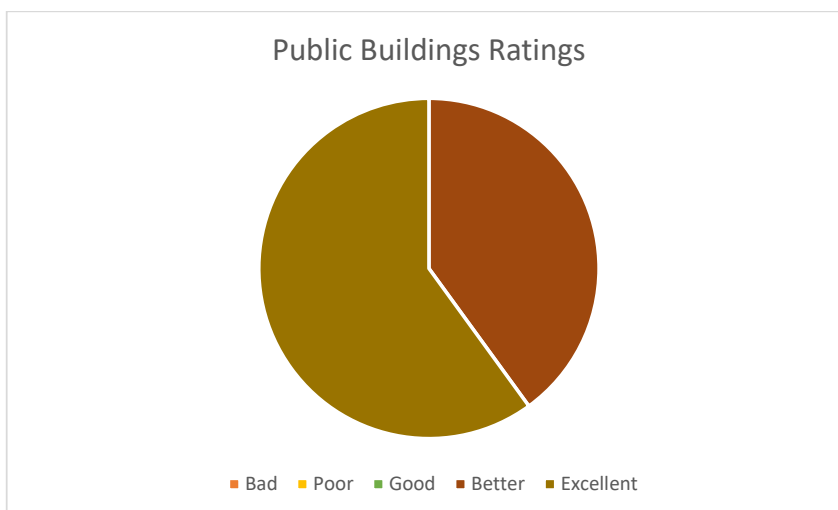


There is enough outdoor seating	100%
The seating is well-maintained	80%
There are enough public spaces	80%

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They are clean and pleasant	100%
The footpaths are well-maintained	40%
The footpaths are wide enough for wheelchairs and gophers	60%
There are enough pedestrian crossings	0%
Drivers give way to pedestrians	20%
I feel safe getting out and about	100%
There is adequate street lighting	100%
The footpaths are mostly well-lit	20%

While the outdoor spaces were well-rated, it is obvious that work needs to be done to improve footpaths and pedestrian crossings.



The services are co-located together	80%
The services are conveniently located	80%
The buildings are accessible	60%
There are special customer service arrangements for older people	60%
The buildings have adequate signage	60%
There are seating or rest areas	80%
The buildings have ramps, railings and automatic doors	40%

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The buildings have good lighting	60%
The buildings have non-slip floors	40%
There are enough public toilets	60%
They are well-maintained	80%
The toilets are accessible	40%

Whilst the Shire Administration Centre and the West Arthur CRC have automatic doors, no other public buildings have them. The public toilets are located on Coalfields Highway, away from the main shopping precinct. While the public buildings have toilets, they are not accessible outside of opening hours, which can cause problems.



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Transportation

Summary

Accessible and affordable public transport is key to ensuring a town's elderly population can age actively and remain engaged with their community, with access to health and social facilities. Driving conditions and parking facilities in a town should also keep older drivers in mind.

Older people should ideally be able to navigate their town's transport system with ease. Apart from the affordability of transport services, residents' perceived safety of public transport services would affect their willingness to use them. Transport services should cater to people with a range of mobility needs. In addition, helpful drivers sensitive to elderly needs would be able to better assist older commuters. Finally, information on safe, age-friendly, and affordable transport services must be made available to older people to facilitate their usage.

Driving can be an essential transportation option for older people, particularly in suburban and more remote residential areas. Heavy traffic, poor road conditions, inadequate street lighting, and poorly positioned signage are some barriers to city driving, particularly as older people may face vision difficulties. Maintaining confidence as drivers age is also important in ensuring a safe driving experience. Parking bays close to buildings and drop-off and pick-up bays are welcomed by seniors, too. (WHO 2021)

The ability to be mobile refers to movement in all its forms, whether powered by the body (with or without an assistive device) or a vehicle. Mobility is influenced by not only an individual's intrinsic capacity but decisions about mobility are in turn shaped by the built environment and the attitudes of others. It is recognised that when older people are not able to move around, their social networks are affected, and the community may lose the valuable contribution of these older people to overall community cohesion and function. (WHO, 2015)

When considering ways to maximise the use of a public transport system by older people, key elements to consider include the physical accessibility of vehicles and stations/stops, creating a convenient route and timetable, offering free or discount fares and distributing clear information about what public transport is available and how to access it (WHO, 2015).

Liveable Neighbourhoods, an initiative launched by the WA Planning Commission to embrace 'new urbanism' planning concepts, aims to achieve a site-responsive urban design based on safe, sustainable, attractive neighbourhoods interconnected through a street layout that promotes greater use of public transport, walking and cycling, reducing dependency on private vehicles (WAPC, 2015). The urban design principles of Liveable Neighbourhoods are particularly important for older people as they emphasise the need to create an environment that accommodates the effective and safe use of different modes of transport when individuals cease to drive.

Environmental characteristics associated with increasing the physical activity of older people include providing safe spaces for walking (i.e., footpaths and parks) and ensuring easy access to local facilities and services (WHO, 2015).

Community Consultation Findings

Participants were asked to rate transportation services within the community. It is acknowledged that there is no public transportation within the Shire, with residents required to drive themselves, rely on family and friends, or utilise home care services.

This is reflected in the REMPLAN data, which shows that only 0.53% of the Shire's population does not have a vehicle, compared to 2.24% in the Wheatbelt, 2.19% in the Southwest, and 3.06% in the State.

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I have a motorised wheelchair or gopher	33.3%
I use the road or footpath safely	0%
There are places to leave the scooter or gopher	0%
I have access to or utilise active transport (walking or cycling)	66.7%
I feel safe when walking or cycling	66.7%

Gopher users rated the roads and paths as 2 out of a possible 5.

There is a community transport service	20%
There are specialised transport services for older and disabled persons	20%
Transport stops are conveniently located	0%
Information is provided about routes and services	0%
I drive myself	80%
The roads are well-maintained and well-lit	20%
Traffic signs and intersections are visible and well-placed	0%
Signs are easy to read	40%
There is enough parking	60%
There are priority seniors parking bays	0%

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Housing

Summary

Liveable Neighbourhoods, an initiative launched by the Department of Planning to embrace 'new urbanism' planning concepts, aims to achieve a site-responsive urban design based on safe, sustainable, attractive neighbourhoods interconnected through a street layout that promotes greater use of public transport, walking and cycling, reducing dependency on private vehicles (DOP, 2015). The urban design principles of Liveable Neighbourhoods are particularly important for older people as it emphasises the need to create an environment that accommodates the effective and safe use of different modes of transport when individuals cease to drive.

Environmental characteristics associated with increasing the physical activity of older people include providing safe spaces for walking (i.e., footpaths and parks) and ensuring easy access to local facilities and services (WHO, 2015).

According to WHO's Report on Ageing, the most important basic needs identified by older people beyond health and long-term care are adequate housing and personal and financial security.

In 2009, in response to the final report delivered by the State government's Housing Authority Social Housing Taskforce, the Council of the Ageing (COTA) noted that there was a need to closely consider the changing circumstances of older people in relation to their housing needs, including an increasing incidence of dementia and the development of appropriate accommodation for people who suffer these conditions; changes in home ownership patterns including an increasing proportion of people entering into retirement either as renters or with a mortgage; and not all Baby Boomers are able to live comfortably in retirement – especially women (COTA, 2009).

Research by the Retirement Living Council indicates that by 2025 the demand for retirement living accommodation is forecast to double from the current level of 5 percent of senior Australians living in retirement villages, but at the current rate of development, there will not be enough retirement villages to meet consumer demand (Property Council of Australia, 2015).

Other research analysing how quality housing design can allow 'aging-in-place' noted that planning legislation is fundamental to ensuring older people's accommodation is being built to meet the unique physical and emotional needs of older people and at the same time remain responsive to the neighbourhood context (Paduch, 2008).

Regarding personal security, factors such as age, gender, level of physical or mental capacity, socioeconomic status, and ethnic or religious background are all important influences on personal risk and how it is experienced. Furthermore, the characteristics of neighbourhoods and communities can also have an impact on crime and stress levels and result in older people restricting their movements (WHO, 2015).

Lack of financial security in older age is a major obstacle to healthy aging, and in OECD countries, older women who are living alone are at an increased risk of poverty, including in Australia (WHO, 2015).

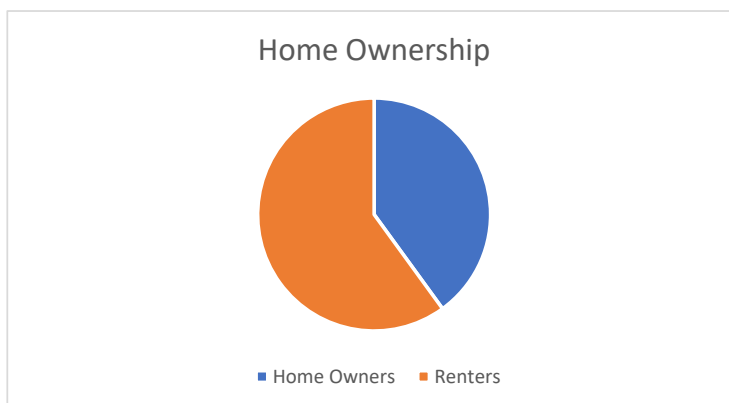
Community Consultation Findings

Regarding the home that respondents live in, 60% of respondents indicated that they were renters.

When asked about their homes, the following information was provided. No one used a gardening service.

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I feel comfortable in my home	80%
The home is well designed for older people	80%
The home is close to services and community	80%
I feel safe in my home	80%
My home is well-maintained	80%
I struggle to get a maintenance service	20%



Future housing needs identified that 20% of recipients believed that there is an option for them to move into more suitable housing; however, none believed that there was suitable housing for them if they developed health issues.

While most respondents are retired, 20% indicated that they are employed. All the employed cohort believed that there are flexible and appropriately paid opportunities, and that workplaces are adapted to meet the needs of disabled persons.

REMPLAN data shows that there are no unoccupied dwellings within the Shire of West Arthur. Private dwellings include residences in caravan/residential parks, camping grounds, manufactured home estates, and retirement villages (self-contained).

Dwelling Type	West Arthur	Wheatbelt	Southwest	Western Australia
Occupied Private Dwellings	100%	93.78%	96.91%	95.41%
Unoccupied Private Dwellings	0.00%	0.00%	0.00%	0.00%
Non-private Dwellings	0.00%	6.20%	3.09%	4.46%

REMPLAN data shows the type of structures, ranking them as low, high, or medium density. Most housing in the Shire of West Arthur is low-density, with minimal medium-density housing available.

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Structure	West Arthur	Wheatbelt	Southwest	Western Australia
Separate House	96.28%	95.19%	91.84%	84.03%
Semi-detached with 1-storey	1.60%	2.16%	4.61%	7.12%
Caravan, cabin, or houseboat	1.33%	1.48%	1.34%	1.37%
Not stated	0.80%	0.06%	0.28%	0.29%



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Social Participation

Summary

Participating in leisure, social, cultural, and spiritual activities in the community fosters seniors' continued integration with society and helps them stay engaged and informed. Seniors' participation in such activities, however, is affected by access to transport and facilities, their awareness of such activities, and their affordability.

Older people have a broad range of interests and needs. A variety of social activities would cater to such diverse interests. Such opportunities should also be accessible for people with disabilities and those who live further away. Activities taking place within hours suitable for older people and at convenient and accessible locations served by transport options would encourage greater participation as well. Activities must be affordable for older people to facilitate their participation. Hence, costs should be considered when planning the activities. Lastly, awareness of such activities must be raised among seniors to keep them informed of the opportunities available.

Seniors' participation in social activities helps to prevent social isolation. Seniors want to socialize and integrate with other age groups and cultures in their communities. Intergenerational activities are mutually enriching and fulfilling for all ages, with older people passing on knowledge, traditions, and experience while the young may help seniors with new technology and practices (WHO 2021).

Maintaining relationships is often identified by older people as central to their well-being (WHO, 2015). However, research has found that increasing age was found to have a particular correlation with exclusion from social relationships, service provision and material consumption (Naughtin, 2008).

It is understood that the ability to build and maintain relationships and social networks is closely related to a range of competencies and levels of intrinsic capacity. Creating more opportunities for social engagement and participation in social networks helps reinforce meaningful roles in the community, and in turn, this can improve a sense of value, belonging, and attachment. Loneliness and lack of social contact are known to be associated with a decrease in health status and quality of life. (WHO, 2015)

Creating more opportunities for engagement between different generations is increasingly being understood to benefit both older and younger people regarding the sharing of different competencies, experiences, and interests (WHO, 2015).

Maintaining equitable engagement and participation by older people with Indigenous and CALD backgrounds in social networks requires adherence to principles of a culturally sensitive and responsive approach to the provision of health and other support services. Achieving this will require meeting the demand for culturally competent care workers (including care workers who are from Indigenous and CALD backgrounds) and enabling meaningful involvement of Indigenous and CALD community representatives in the development of policy design and review of services (Per capita, 2014).

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Community Consultation Findings

Participants in the survey rated the social participation of older people in the community.



I can easily socially participate in the community	60%
Activities and events are affordable, with no hidden extra costs	80%
Activities and events are conveniently located, accessible and well lit	100%
Activities and events are held regularly	80%
Activities and events are held at convenient times	80%
Activities and events are held at various locations	20%
Activities and events are interesting and varied and appeal to a wide range of people	60%
Activity and events are well publicised with good information provided	40%
There is outreach to include older people at risk of social isolation	60%

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Respect and Social Inclusion

Summary

An inclusive society encourages older people to participate more in their city’s social, civic, and economic life. This, in turn, promotes active aging.

While respect for seniors is mostly healthy in many cities and communities, negative preconceptions of aging still exist. There is a need to facilitate intergenerational interactions to dispel such notions. Education about aging should also begin early to raise awareness of aging and associated issues so that people learn to appreciate their elderly.

Social engagement can contribute to seniors’ esteem. Age-friendly initiatives involving all seniors in activities where they have experience can keep them engaged with the community and help them feel valued. Older people should always be consulted when making decisions concerning them.

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Community Consultation Findings

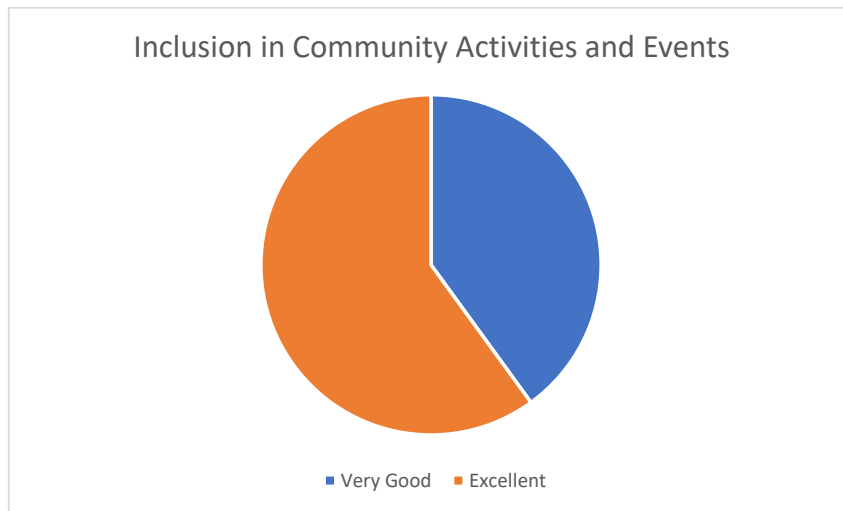
Survey participants indicated they felt respected by the community.



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I am regularly consulted by public, voluntary, and commercial service providers on how to serve me better	40%
There are services and products to suit varying needs and preferences	100%
Service staff are courteous and helpful	100%
Older people are positively depicted in the local media	80%
Older people are recognised for their contributions	100%
Older people are respected by younger people	60%

Survey participants indicated that they felt included in community activities and events.



Community events attract all generations	100%
Community events accommodate older people’s needs and preferences	80%
Older people are included in ‘family’ events’	60%
The school provides opportunities for students to learn about aging and older people	40%
Older people are involved in school activities	20%
Financially disadvantaged people have good access to public, voluntary, and private services	40%

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Civic Participation and Employment

Summary

Older people are an asset to the community, and they continue contributing to their communities after retirement. An age-friendly city and community provides ample opportunities for older people to do so, be it through voluntary or paid employment, and keeps them engaged in the political process.

Older people can gain fulfilment from active involvement in voluntary activities or work, as it provides satisfaction and keeps them socially engaged. A wide range of volunteer and employment opportunities caters to seniors' diverse preferences, needs, and skill sets, and awareness of the vacancies available connects seniors to these opportunities. Age-friendly urban and transport infrastructure removes any physical barriers seniors may face in accessing volunteer or job opportunities. Continued training for seniors also helps them remain relevant and connected. Entrepreneurial opportunities are another way to support seniors' participation in the workforce and ensure their sustained self-sufficiency.

There have been reports of age discrimination in the workplace. Building up employers' positive attitudes towards retaining and recruiting older workers would help to ensure employment opportunities for seniors. The workplace can continue to be made more welcoming for seniors to put their experience and expertise to good use.

Older people's participation in the political process must be facilitated. Seniors may be involved through platforms to voice their concerns and views to government officials or through participating in interest groups. They should also be involved in decision-making on issues that may impact them (WHO 2021).

The ability to contribute covers the many contributions that older people make to their families and communities, whether that be through their social networks, place of employment, or as a volunteer.

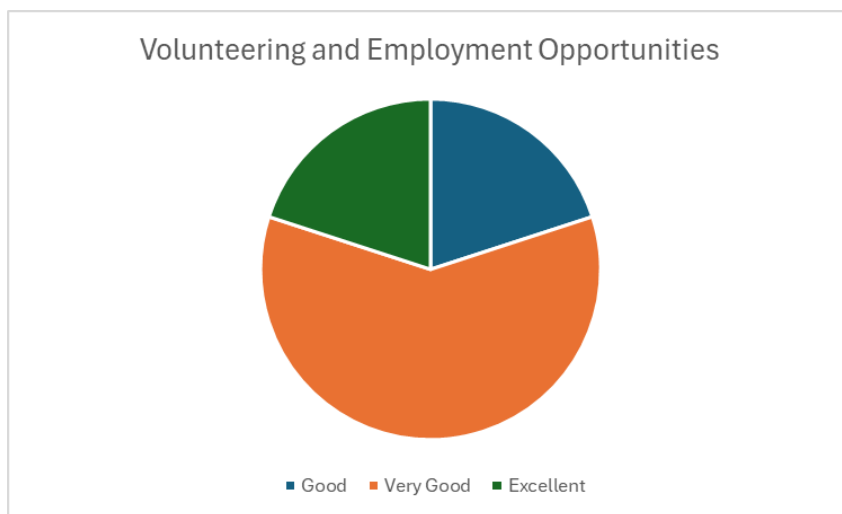
It is recognised that volunteering and working are two important ways that adults use to find fulfilment in older age, and some studies among older people have found a positive link between volunteering and self-rated assessments of physical health (WHO, 2015).

Age discrimination in workplaces has been well-researched. One study explored the major barriers to mature-age participation in the workforce and outlined these key barriers: ongoing discrimination in employment on the basis of age; significant caregiving opportunities; lack of available flexible work arrangements; discrimination in recruitment practices; insufficient job search skills; lack of appropriate skills due to rapid technological innovation; physical illness, injury, and disabilities; superannuation rules; disincentives in the tax and transfer system; and poor quality workplaces (Per capita, 2014). Another study completed by the Australian Human Rights Commission found that a significant number of businesses had standard cut-off age rates for hiring (average age of 50 years old) and believed that older workers were less likely to be promoted and would have greater difficulty adapting to change (Per capita, 2014).

Addressing ageism in the workplace will require policy changes and the investment of resources to shift the negative perception and stereotype of mature-age employees. In Australia, this may include reforming pension systems, offering gradual retirement options, and catering for flexible working arrangements (WHO, 2015).

Within the West Arthur community, survey participants rated the volunteering and employment opportunities as below.

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20% of the survey participants are employed. The following information was provided in relation to their experience with paid employment in the community.

Qualities of older workers are promoted	0%
There are flexible and appropriately paid opportunities for older workers	100%
Older workers are discriminated against because of age	0%
Workplaces are adapted to meet the needs of disabled people	100%
Older people are encouraged to take up self-employment opportunities	0%
Training is provided for post-retirement options	0%

Regarding participation in public community affairs, such as community associations or local government councils, all survey participants agreed that the membership or participation of older people was encouraged. However, none agreed that older people are consulted on key matters.

When asked about their participation in voluntary work, the following information was provided.

There are flexible options and a range of opportunities to suit your different interests	40%
Information is provided on opportunities to volunteer	20%
Training and guidance are provided	20%
Volunteers are recognised for their efforts	80%
Compensation is provided for personal costs	0%

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Communication and Information

Summary

Staying connected with events, news, and activities with timely, accessible, and practical information is a key part of active aging, especially with the trend of information overload in urbanised cities. Technology can be tapped into to spread information quickly, but also plays a role in social exclusion. Cities must provide access to information to seniors in an accessible format and bear in mind the wide range of needs and resources older people have.

The media are instrumental in communicating information to the wider community. Older people tend to receive information through traditional print and broadcast media and through direct personal contact such as telephone calls, service centres in community facilities and clinics, etc. Seniors’ access to information must be kept affordable so that cost does not become a prohibitive factor. Governments and organisations must ensure that information on policies and issues affecting the elderly can reach them in a timely, effective, and accessible manner through the communication channels seniors are familiar with. Making information accessible when older people experience vision and hearing loss is crucial to ensure their full understanding.

The growing conversion of services and documentation to computer technology could be alien to seniors, increasing social exclusion. Older people may also be deterred from picking up computer skills due to the cost of computers and their unfamiliarity with technology. Affordable access to computers for seniors in community facilities can play an important role in building technological literacy in seniors, together with computer training adapted to seniors’ needs and pace of learning.

The Council of the Ageing’s Conversations summary report outlines the fact that it was regularly expressed by older Australians that they would like access to good information – ranging from general information about services that are available to more complex information that would help people to make sense of personal circumstances. Furthermore, the report identified that older people also wanted to be able to access simplified aging services and care systems they could easily navigate. (COTA, 2011)

The Blueprint for an Ageing Australia report outlines that information and communications technology (ICT) has the potential to transform the lives of older Australians and maximise their continued contribution to the nation and society. Furthermore, ICT can provide improved health, quality of life, and general well-being through access to the many services now delivered online, including e-care, education, entertainment and financial management, as well as enhancing social interaction and relationships with family and friends (Per capita, 2014).

Community Consultation Findings

Survey participants rated the community and information availability as below.



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When asked about the communication and information available in the community, the following responses were received.

Information is provided regularly	80%
Information is distributed widely	20%
Information is easy to understand	80%
The print size is easily read	40%
There is a centralised information source	60%
Automated telephone answering services are clear and easy to follow	20%
Electronic equipment has large buttons and big lettering	0%
I own or have access to a smart phone, tablet, or computer	100%
The internet is affordable	0%
I access the internet at the Community Resource Centre	40%
Person to person services are available	40%
Verbal communication is promoted to older people	60%
Older people at risk of social isolation are able to get information about services, community events, and other matters	80%



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Emerging Themes

After considering all the information and data collected, 5 themes of significance were identified.

Engaging with the business community

Most participants recognise that the Shire of West Arthur is not responsible for all aspects of an age-friendly community and that collaboration with other organisations would be necessary and desirable. There is a need for improved age-friendly approaches within the retail sector. Discussions with the retail sector might bring positive results.

Road safety

The lack of suitable pedestrian crossings or street crossings was highlighted within the survey. While the participants indicated that the footpaths are wide enough, they also indicated that there were limited crossings, and that not all drivers gave way to pedestrians. The upgrade to the parking on Burrowes Street should assist with this, as could the potential installation of handrails at crossings near the Cottage Homes and along the shopping precinct.

Reliance on private transportation

With a lack of retail and specialised health services within the Shire of West, residents are required to travel to larger regional centres. Relying on private vehicles is putting additional costs on older members of the community. There has been limited support for the idea of a community vehicle.

Appropriate housing options

The consultation process identified that many older residents within the Shire of West Arthur had spent most of their lives in the area and wished to continue to live here. The concept of aging-in-place (the capacity to continue to live in the place where people had raised their families and/or worked) was very important to people. It is recognised that relocating people with existing long-term health conditions, such as dementia, to new regions can exacerbate the condition. It is to be recognised that there are limited housing options available for older people and that this should be included in the Shire of West Arthur's housing strategy.

Hearing the views of older people

The participants indicated that there was no engagement with older people outside of the development of this plan by the wider community when developing strategies for key matters. This can be addressed through targeted consultation when developing strategic documents and plans.

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Potential Strategic Actions

“Age-friendly environments (such as in the home and community) foster healthy and active aging by building and maintaining intrinsic capacity across the life course and enabling greater functional ability in someone with a given level of capacity” (World Report on Ageing and Health).

In practical terms, age-friendly environments are free from physical and social barriers and supported by policies, systems, services, products, and technologies that:

- promote health and build and maintain physical and mental capacity across the life course; and
- enable people, even when experiencing capacity loss, to continue to do the things they value.

Age-friendly practices help build older people's abilities to:

- meet their basic needs.
- learn, grow, and make decisions.
- be mobile.
- build and maintain relationships; and
- contribute.

In doing so, age-friendly practices:

- recognise the wide range of capacities and resources among older people.
- anticipate and respond flexibly to aging-related needs and preferences.
- respect older people's decisions and lifestyle choices.
- reduce inequities.
- protect those who are most vulnerable; and
- promote older people's inclusion in and contribute to all areas of community life.

Vision

Older people within the Shire of West Arthur are valued and have opportunities for good health, active participation, and a sense of security, with facilities and services that are accessible and inclusive of their needs.

Outcomes and Strategies

Outcomes	Strategies	
<p>Community and Health Care Health and community support services are accessible, age-friendly, and focused on promoting healthy and active lifestyles</p>	1.1	Continued provision and support of the health centre and medical services
	1.2	Advocate for further allied health services within the Shire
	1.3	Work with organisations to ensure a range of home-based support and care services are available
	1.4	Continued provision and support of the Seniors meals program
<p>Outdoor Spaces and Buildings Outdoor spaces and the built environment are clean, accessible and safe</p>	2.1	Ensure all public buildings reflect best practise universal access design principles
	2.2	Work with local businesses to ensure accessible access for all residents
	2.3	Ensure outdoor spaces meet the active and passive requirements of older people
	2.4	Work with local businesses to investigate opportunities to enhance services
<p>Transportation Transport infrastructure meets the needs of older people</p>	3.1	Investigate raised pedestrian crossing for retail precinct
	3.2	Investigate the improvement of pedestrian crossings along Burrowes St, including drainage and handrails
	3.3	Work with West Arthur CRC on community car project
	3.4	Plan for adequate dual use foot paths suitable for mobility scooters
<p>Housing Housing options are available to facilitate aging in place, and to meet the needs across the age/well-being continuum</p>	4.1	Support the delivery of services that allow people to remain in their homes for as long as possible
	4.2	Facilitate diverse and affordable housing options
<p>Social Participation Local, accessible and affordable opportunities for social participation are readily available</p>	5.1	Explore strategies to engage with and support older people who are at risk of social isolation
	5.2	Facilitate the development of additional services and programs for older people

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	5.3	Source additional funding to provide additional senior events, including Seniors Week
Respect and Inclusion Older people are included in all aspects of community life and are treated with respect	6.1	Consider the needs of older people when planning public events and activities
	6.2	Facilitate intergenerational programs and events
	6.3	Encourage the nominations of seniors for the annual Citizen of the Year Awards
Civic Participation and Employment Opportunities for civic contribution, continual learning, employment, and volunteering are actively facilitated	7.1	Regularly engage with older people to hear their views, particularly on issues that affect them
	7.2	Continue to encourage and provide volunteering opportunities
	7.3	Facilitate the delivery of continual learning opportunities
Communication and Information Information on services and supports is communicated in a variety of formats	8.1	Disseminate information in both hard-copy and electronic formats
	8.2	Facilitate the delivery of information on planning for retirement

Action Plan

A list of actions has been developed and forms the basis for the Implementation Plan.

Outcome	Priority Action
1.3.1	Develop a campaign promoting Seniors Meals to the community
1.3.2	Develop a campaign seeking volunteers for Seniors Meals
2.1.1	Undertake an audit of public buildings for universal access design principles
2.3.1	Undertake an audit of existing seating in public outdoor spaces
3.4.1	Develop a Dual Use Pathway/Cycling Plan
4.2.1	Include housing options for seniors in the Housing Strategy
5.1.1	Work with stakeholder organisations to develop strategies to increase participation in events
5.3.1	Work with stakeholder organisations to ensure Seniors Week event is held annually
6.2.1	Encourage the school, sporting clubs, and community organisations to consider intergenerational programs and activities that invite older people’s participation
7.1.1	Meet with local seniors quarterly to identify any arising issues and provide feedback on matters that concern them
8.1.1	Develop a Communication Plan to ensure older people receive information in suitable formats

Communication Plan

It is important that the Age Friendly Community Plan is made available to the community and is available both electronically and by hard copy.

The availability of the Plan will be promoted via social media, the website, the Bleat, and posters on the local noticeboards.

A limited number of hard copies will be available at the Shire office and West Arthur Community Resource Centre.

Review

It is recognised that the Age Friendly Community Plan will require ongoing review and development, requiring continual community consultation and input. To encourage community involvement, the following process will be undertaken.

1. Community members are invited to provide feedback on the existing Plan.
2. An annual review of the Plan is undertaken by Shire of West Arthur staff, who will report on the status of actions.
3. A comprehensive review of the Plan is to be undertaken in 2029.

Implementation Plan

Vision - Older people within the Shire of West Arthur are valued and have opportunities for good health, active participation, and a sense of security, with facilities and services that are accessible and inclusive to their needs.

Outcome 1

Community and Health Care: Health and community support services are accessible, age-friendly, and focused on promoting healthy and active lifestyles.

Strategy 1.1: Continued provision and support for the health centre and medical services

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Continue the provision and support of the health centre.	<ul style="list-style-type: none"> Shire of West Arthur (MCS) West Arthur CRC 	Operational	Ongoing	<ul style="list-style-type: none"> Provision of ongoing health centre services. Medical Receptionist available Maintain IT equipment
Continue the support of medical services	<ul style="list-style-type: none"> Shire of West Arthur (MCS) Boddington Medical Centre 	Operational	Ongoing	<ul style="list-style-type: none"> Weekly visits by doctor

Strategy 1.2: Advocate for further allied health services within the Shire

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Engage with allied health services to source additional services	<ul style="list-style-type: none"> Shire of West Arthur (MCS) Boddington Medical Centre 	Operational	Ongoing	<ul style="list-style-type: none"> Increase the number of allied health services being delivered

Strategy 1.3: Work with organisations to ensure a range of home-based support and care services are available

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Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Monitor the need for home support and community Aged Care packages	<ul style="list-style-type: none"> West Arthur CRC 	West Arthur CRC	Ongoing	<ul style="list-style-type: none"> Ongoing monitoring of need Additional packages received in the community

Strategy 1.4: Continued provision and support for the Seniors Meals program

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Promote the Seniors Meals program to the community. **PRIORITY ACTION**	<ul style="list-style-type: none"> Shire of West Arthur (CDO) 	Operational	Ongoing	<ul style="list-style-type: none"> Increased number of participants Increased number of volunteers

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Outcome 2

Outdoor Spaces and Buildings: Outdoor spaces and the built environment are clean, accessible, and safe.

Strategy 2.1: Ensure all public buildings reflect best practice universal access design principles

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Audit public buildings to improve adherence to best practice and make staged building improvements **PRIORITY ACTION**	<ul style="list-style-type: none"> Shire of West Arthur (CDO) DAIP 	Operational / Grant Funding	24/25	<ul style="list-style-type: none"> Audit report assessed, and recommendations developed Submit grant applications for upgrades if needed
Develop policy to ensure that all new Shire of West Arthur building developments and upgrades reflect best practice universal access design principles	<ul style="list-style-type: none"> Shire of West Arthur (Building Surveyor) 	Operational	24/25	<ul style="list-style-type: none"> Policy is endorsed by the Council

Strategy 2.2: Work with local businesses to ensure accessible access for all residents

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Facilitate discussion with the business community about accessible access	<ul style="list-style-type: none"> Shire of West Arthur (CDO) Business community 	Operational	24/25	<ul style="list-style-type: none"> Consultation occurred Improvement strategies developed

Strategy 2.3: Ensure outdoor spaces meet the active and passive requirements of older people

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
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AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Undertake an access audit for public outdoor spaces to ensure they meet accessibility requirements, including seating **PRIORITY ACTION**	<ul style="list-style-type: none"> Shire of West Arthur (MWS / CDO / Parks & Gardens) DAIP 	Operational	2024	<ul style="list-style-type: none"> Audit undertaken Improvement strategies developed
Strategy 2.4: Work with local businesses to investigate opportunities to enhance services				
Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Facilitate discussion with the business community about accessible services	<ul style="list-style-type: none"> Shire of West Arthur (CDO) Business community 	Operational	24/25	<ul style="list-style-type: none"> Consultation occurred Improvement strategies developed

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Outcome 3

Transportation: Transport infrastructure meets the needs of older people

Strategy 3.1: Investigate raised pedestrian crossing for the retail precinct

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Facilitate discussion with the senior community and business community regarding the installation of a raised pedestrian crossing	<ul style="list-style-type: none"> • Shire of West Arthur (CDO) • Business community • Seniors • DAIP 	Operational	24/25	<ul style="list-style-type: none"> • Consultation occurs • Improvement strategies developed

Strategy 3.2: Investigate the improvement of pedestrian crossings along Burrowes St, including drainage and handrails

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Audit street crossings from Cottage Homes to the retail precinct	<ul style="list-style-type: none"> • Shire of West Arthur (MWS / CDO) • Business community • Seniors • DAIP 	Operational	20/25	<ul style="list-style-type: none"> • Audit occurs • Improvement strategies developed

Strategy 3.3: Work with West Arthur CRC on the community car project

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Support West Arthur CRC with the development of a community car project	<ul style="list-style-type: none"> • West Arthur CRC 	West Arthur CRC Grant funding	24/25	<ul style="list-style-type: none"> • West Arthur CRC source grant funding for the project

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

				<ul style="list-style-type: none"> • Trial of community car is carried out
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Strategy 3.4: Plan for adequate dual-use footpaths suitable for mobility scooters

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Undertake an audit of footpaths within Darkan **PRIORITY ACTION**	<ul style="list-style-type: none"> • Shire of West Arthur (MWS / CDO) 	Operational	2024	<ul style="list-style-type: none"> • Audit undertaken • Improvement strategies developed • Footpath / Cycle 10-Year Plan developed

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Outcome 4

Housing: Housing options are available to facilitate aging in place and to meet the needs across the age/wellbeing continuum

Strategy 4.1: Support the delivery of services that allow people to remain in their homes for as long as possible

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Monitor the need for home support and community Aged Care packages	<ul style="list-style-type: none"> West Arthur CRC 	West Arthur CRC	Ongoing	<ul style="list-style-type: none"> Ongoing monitoring of the need of additional packages received in the community

Strategy 4.2: Facilitate diverse and affordable housing options

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Include senior housing in the Housing Strategy **PRIORITY ACTION**	<ul style="list-style-type: none"> Shire of West Arthur (CEO / PO) 	Operational	2024	<ul style="list-style-type: none"> Housing Strategy includes expansion of Seniors' housing opportunities

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Outcome 5

Social Participation: Local, accessible, and affordable options for social participation are readily available

Strategy 5.1: Explore strategies to engage with and support older people who are at risk of social isolation

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Seek community assistance to identify isolated older people and link them with seniors activities, and work with stakeholder organisations to increase participation **PRIORITY ACTION**	<ul style="list-style-type: none"> • West Arthur CRC • Shire of West Arthur (CDO) • Community 	Operational	Ongoing	<ul style="list-style-type: none"> • Identification undertaken • Strategies established if viable • Community engaged in process

Strategy 5.2: Facilitate the development of additional services and programs for older people

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Facilitate additional services and programs for older people	<ul style="list-style-type: none"> • West Arthur CRC • Shire of West Arthur (CDO) • Community 	West Arthur CRC	Ongoing	<ul style="list-style-type: none"> • Meet with West Arthur CRC and seniors to identify additional services needed • Develop strategies

Strategy 5.3: Source funding to provide additional senior events, including Seniors Week

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Work with West Arthur CRC to identify grant opportunities	<ul style="list-style-type: none"> • West Arthur CRC • Shire of West Arthur (CDO) 	Grant funding	Ongoing	<ul style="list-style-type: none"> • Apply for available funding • Additional events held

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Outcome 6

Respect and Inclusion: Older people are included in all aspects of community life and are treated with respect

Strategy 6.1: Consider the needs of older people when planning public events and activities

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Ensure that all Shire of West Arthur events consider the needs of older people	<ul style="list-style-type: none"> Shire of West Arthur (CDO) DAIP 	Operational	2024	<ul style="list-style-type: none"> Develop checklist for events Promote events as suitable for older people

Strategy 6.2: Facilitate intergenerational programs and events

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Encourage the school, sporting clubs, and community organisations to consider intergenerational programs and activities that invite older people’s participation **PRIORITY ACTION**	<ul style="list-style-type: none"> Shire of West Arthur (CDO) West Arthur CRC Community Groups 	Operational	Ongoing	<ul style="list-style-type: none"> Increased seniors participation in events Increased events that focus on intergenerational participation

Strategy 6.3: Encourage the nominations of seniors for the annual Citizen of the Year Awards

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Encourage the local community to nominate deserving seniors in the awards	<ul style="list-style-type: none"> Shire of West Arthur (CDO) Community 	Operational	September / October annually	<ul style="list-style-type: none"> Increased nominations of seniors Increased recipients of the award

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Outcome 7

Civic Participation and Employment: Opportunities for civic contribution, continual learning, employment, and volunteering are actively facilitated

Strategy 7.1: Meet with local seniors quarterly to identify any arising issues and provide feedback on matters that concern them

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Invite local seniors to participate in quarterly meetings **PRIORITY ACTION**	<ul style="list-style-type: none"> Shire of West Arthur (CDO) DAIP 	Operational	Ongoing	<ul style="list-style-type: none"> Hold quarterly meetings

Strategy 7.2: Continue to encourage and provide volunteering opportunities

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Encourage the school, sporting clubs, and community organisations to consider volunteering opportunities that invite older people’s participation	<ul style="list-style-type: none"> Shire of West Arthur (CDO) West Arthur CRC Community 	Operational	Ongoing	<ul style="list-style-type: none"> Increased senior volunteer opportunities Increased number of events that have senior volunteers

Strategy 7.3: Facilitate the delivery of continual learning opportunities

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Survey local seniors to see if there is a gap in learning opportunities	<ul style="list-style-type: none"> Shire of West Arthur (CDO) West Arthur CRC Community 	Operational	Ongoing	<ul style="list-style-type: none"> Develop survey Analyse results Increased learning opportunities for seniors

AGE-FRIENDLY COMMUNITY PLAN 2024-2029

Outcome 8

Communication and Information: Information on services and supports is communicated in a variety of formats

Strategy 8.1: Disseminate information in both hard-copy and electronic formats

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Develop a Communication Plan to ensure older people receive information in suitable formats **PRIORITY ACTION**	<ul style="list-style-type: none"> • Shire of West Arthur (CDO) • DAIP • Seniors 	Operational	2024	<ul style="list-style-type: none"> • Develop Communication Plan

Strategy 8.2: Facilitate the delivery of information on planning for retirement

Actions	Leaders / Key Contributors	Budget	Timeframe	Measures of Success
Work with the West Arthur CRC to ensure appropriate information is available	<ul style="list-style-type: none"> • Shire of West Arthur (CDO) • West Arthur CRC 	Operational	Ongoing	<ul style="list-style-type: none"> • Up-to-date information is available to older people

The Path Forwards

This Plan was developed over 12 months in consultation with the community, Shire staff, and stakeholders.

The needs of older people within the community can differ greatly from each other, just as they do within the younger demographic. Providing age-friendly communities benefits everyone, from parents with babies in prams, young children, people with disabilities, people with mobility difficulties, as well as older people.

The Council will provide leadership to create an age-friendly community by:

- Leading the community by advocating for better health services;
- Having a whole of Council approach;
- Encouraging partnerships with Government and NGOs; and
- Elected members encouraging and mentoring to promote an age-friendly community.

The strategies contained in the Plan mirror work that is currently underway. The Shire of West Arthur will initiate activities that will assist the community in reaching the desired outcomes. Initiatives and activities will be reviewed annually and evolve to meet the needs of the community.

The Plan requires the Council to ensure that the older people in the community are afforded access to:

- Community and Health Care
- Outdoor Spaces and Buildings
- Transportation
- Housing
- Social Participation
- Respect and Inclusion
- Civic Participation and Employment
- Communication and Information

References

Information used in the research phase of this plan was primarily drawn from the ABS Census (2021), SEIFA Index, REMPLAN, and the Shire of West Arthur Age-Friendly Survey.

WHAT TO INCLUDE IN YOUR COMPLAINT

Your complaint should include details such as:

- Who or what you are complaining about
- What you think has gone wrong
- How you have been affected
- When the issue occurred
- Details of any telephone conversations and/or meetings
- Copies of any relevant documents (e.g. letters)
- What you have done to try resolve the issue
- The outcome you are seeking.

You may wish to obtain or download our [Compliment / Complaint / Works Request Form](#).

When we receive your complaint, we will:

- Acknowledge that we have received your complaint
- Keep your concerns confidential and discuss them only with the applicable persons
- Consider your complaint carefully
- Treat you fairly and impartially with courtesy and respect
- Keep you informed about the progress of your complaint
- Explain to you the reasons for any decision we make
- Tell you about any action we have taken
- Use your complaint to help improve our products or services.

TAKING A COMPLAINT FURTHER

If you have a complaint that you do not wish to raise directly with us, or after dealing with us, you are not satisfied with the outcome, you may refer the matter to the Ombudsman Western Australia.

Telephone (Country callers): 1800 117 000

Email: mail@ombudsman.wa.gov.au

Further information can be obtained by visiting:

www.ombudsman.wa.gov.au

MISCONDUCT

If your complaint involves alleged minor misconduct of a Shire employee, then you may wish to refer your complaint direct to the Public Sector Commission (PSC).

If your complaint involves alleged serious misconduct of a Shire employee, then you may wish to refer your complaint direct to the Corruption and Crime Commission (CCC).

If your complaint involves an alleged minor misconduct of an elected member, then you are encouraged to contact the Chief Executive Officer or the Public Interest Disclosure Officer at the Shire.

If your complaint involves an alleged serious misconduct of an elected member, then you are encouraged to contact the Department of Local Government, Sport and Cultural Industries.

<https://www.dlgsc.wa.gov.au/localgovernment/forcouncils/Pages/Breaches-of-the-Local-Government-Act.aspx>

The definitions of what constitutes minor and serious misconduct is detailed on the following websites:

<https://publicsector.wa.gov.au>

<https://www.ccc.wa.gov.au>

Shire of West Arthur

PO Box 112

31 Burrowes Street, DARKAN WA 6392

T: (08) 9736 2400

E: shire@westarthur.wa.gov.au

Shire of West Arthur Customer Service Charter



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

Forest to Wheatbelt

KEY PRINCIPLES

We set achievable goals and work with the community to maintain a reputation of openness, honesty and accountability.

In doing so, we:

- Respect the points of view of individuals and groups
- Build on existing community involvement
- Encourage community leadership
- Promote self-reliance and initiative
- Recognise and celebrate achievement
- Support the principles of social justice; and
- Acknowledge the value of staff and volunteers.

Our employees are committed to providing customers with high quality service through access to consistent, accurate and relevant advice and information.

CUSTOMER SERVICE STANDARDS

Our employees will:

- Introduce themselves
- Listen carefully to what you have to say
- Be helpful, polite and courteous
- Follow through on any commitments they make value and encourage your feedback.

Our information will be:

- Easy to access
- Accurate and consistent
- Relevant and practical.

Our actions will be:

- Fair and impartial
- Completed within a specified timeframe
- Take your individual needs into consideration.

OUR COMMITMENT

We will:

- Answer telephone calls promptly and respond to telephone messages by the end of the next working day
- Respond to verbal queries within 5 working days
- Respond to written queries within 10 working days
- Respond to complaints within 10 working days
- Update you on the progress of your query or complaint if a delay is encountered
- Acknowledge and rectify when an error has occurred
- Honour the Shire of West Arthur's Code of Conduct for complaint handling
- In giving advice of a refusal, approval or authorisation (including a license or permit) with or without conditions, Council's service promise is that its officers will, in all instances, provide the details of how, to whom and by when, an appeal, objection or review of the decision can be made, if such right exists either at law in Council Policy.

HOW TO LODGE A COMPLIMENT, SUGGESTION, WORKS REQUEST OR COMPLAINT

We encourage you to help us improve our products, facilities and services by contacting us to:

- Compliment us on the services we do well
- Offer suggestions on what we might do differently
- Send a complaint and tell us what we can do better.

WHAT IS A ...

...compliment? - An expression of approval or praise about our products or services.

...suggestion? - An idea or proposal that you believe will help improve our products or services.

...complaint? - An expression of dissatisfaction about our products or services, or the complaints handling process itself, where you expect a response or a resolution.

...works request? - Reporting a problem or requesting a service from the Shire for Council provided services or facilities. Please obtain or download our [Compliment / Complaint / Works Request Form](#).

WHEN TO LODGE A COMPLIMENT?

To help us to continue to deliver quality services, you are encouraged to:

- Acknowledge quality service with a simple 'thank you'
- Acknowledge quality service with a letter, email or advice on our Facebook Page perhaps when you feel it is appropriate and justified
- Let us know so that we can acknowledge the employee/s in a small way.

You may wish to obtain or download our [Compliment / Complaint / Works Request Form](#).

WHEN TO LODGE A COMPLAINT?

To help us help you, we ask that you:

- Try to resolve the issue before lodging a complaint by contacting the employee you initially dealt with
- Clearly state your complaint and provide all relevant information
- Treat all employees with respect and courtesy.



Unit 37/5 Keane Street, Midland WA 6056
 P O Box 5003 Centrepoint Shopping Centre, Midland WA 6056
 Telephone No. 9250 5971

08 May 2024

Vin Fordham Lamont
 Chief Executive Officer
 Shire of West Arthur
 Burrowes Street
 DARKAN WA 6392

Via Email: ceo@westarthur.wa.gov.au

Dear Vin

WSFN GOVERNANCE PLAN

At the WSFN Steering Committee held on Friday 3 May 2024 an item relating to potential changes to the current Governance Plan was presented.

In relation to that item the following resolutions were passed:

RESOLUTION SC2024/05-056

That the Steering Committee:

1. *accept the proposed changes to the Governance Plan 'in principle'.*
2. *direct the Program Director to seek approval for the changes from the Wheatbelt North and Wheatbelt South Regional Road Groups.*
3. *present the draft Governance Plan and any resolutions/comments from the Regional Road Groups to the first Steering Committee Meeting following receipt of the same for adoption.*
4. *Technical Committee membership will no longer be automatically disbanded due to the election cycle but will move to 12 monthly SRRG endorsement.*

MOVED: Cr Darrel Hudson
SECONDED: Cr Eileen O'Connell
CARRIED: 5/0

As you will see from the resolution, amendments to the Governance Plan require the ratification of the North and South Regional Road Groups. In order to facilitate and hopefully speed up this process, I attach the following:

- Draft Governance Plan (Revised)
- Explanatory notes (Summary of Changes)



Unit 37/5 Keane Street, Midland WA 6056
P O Box 5003 Centrepoint Shopping Centre, Midland WA 6056
Telephone No. 9250 5971

I send these in the hope that you will have the opportunity to discuss the proposed amendments with your council and ask any questions that you or they may have. This would allow you to then provide feedback via your SRRG which can then be used to determine the decision to be made by the Regional Road Groups in as short a time as possible. These meetings will take place on 30 September (North) and 4 October (South).

Should you have any queries please do not hesitate to contact me.

A handwritten signature in black ink, appearing to read 'John Nuttall', is written over a large, light-colored scribble or mark.

JOHN NUTTALL
WSFN Program Director

GOVERNANCE PLAN (GP) - SUMMARY OF CHANGES

Item No.	Description	Original GP - Changes made	Revised GP – To be read as
	Amendments	Added: Revision Date 14 March 2024	14 March 2024 – Two Year Review from 14/09/2024
10.1	Roles and Responsibilities	Deleted: Monitoring project delivery, including budget acquittal	Monitoring the delivery and acquittal of funded projects
10.1	Roles and Responsibilities	Deleted: these	Set and be responsible for procedures covering the administration and functioning of the WSN
10.1	Roles and Responsibilities	Changed: PD	Approval of engagement of Program Manager, in conjunction with the Program Host. Engagement of the PD will be undertaken by the Program Host and as such has the final approval of the engagement.
10.1	Roles and Responsibilities	Added: Program Director	Approval of delegation of authority and assignment of responsibilities of Program Director and Program Manager.
10.2.1	Membership	Added: 8 Proxy Members	8 Proxy Members
10.2.10	Delegated Representatives	<p>Revised: Each Steering Committee member, including the Chairperson, may delegate authority to a nominated person, to attend and otherwise represent the member at SC meetings. These nominations must be presented to the SC.</p> <p>A nominated person is entitled to attend and otherwise represent the member at SC meetings but will not assume the roles of Chairperson or Deputy Chairperson held by the member who is not present. The nominated person must be from the SRRG or organization that the member represents. Delegates for an SRRG elected committee member must also be elected by that SRRG</p>	<p>The members of the Steering Committee are made up of eight (8) voting members and eight (8) proxies from each of the Sub Regional Road Group (SRRG). All 16 members are invited to attend the SC meetings, however, only one (1) vote is counted when resolving a resolution.</p> <p>The Chairperson and the Deputy Chairperson of the WSN Steering Committee are also elected from among the SRRG members for a period of two years. In the absence of the Chairperson during an SC meeting, the Deputy Chair will conduct the meeting proceedings.</p>
11	WSN Technical Committee	Added: These may be LGA employees and/or Consultants/Contractors	The Technical Committee (TC) is a technical working group consisting of nominated LGA representatives from both the WS and WS SRRGs, as well as the Program Management Team (PMT) and MRWA. These may be LGA employees and/or Consultants/Contractors.

11.2.2	Membership	<p>Added: 8 Proxy members Changed: two-year term Deleted: following the LG elections</p> <p>The SRRG members are nominated to the Technical Committee for a two-year term at the first SRRG meeting of the calendar year following the LG elections.</p> <p>The name of the nominated SRRG members must be provided to the PMT as soon as practicable after nominations are determined.</p>	<p>8 Proxy members</p> <p>The SRRG members are nominated to the Technical Committee for a one-year term at the first SRRG meeting of the calendar year.</p> <p>The name of the nominated SRRG members must be provided to the PMT as soon as practicable after nominations are determined.</p>										
11.2.3	Voting and Decision Making	<p>Deleted: An SRRG may nominate Consultants or Contractors as their member, but a consultant or contractor cannot be a voting member. Only SRRG nominated members that are LGA employees will be voting members. Each voting member has one vote, and decisions shall be by simple majority.</p> <p>If there is no majority, then the matter shall be referred to the SC for consideration.</p>	<p>The members of the Technical Committee (TC) are made up of eight (8) voting members and eight (8) proxies from each of the Sub Regional Group (SRRG). These members are also LGA employees and/or Consultants/Contractors of the LGA. All 16 members are invited to attend the TC meetings, however, only one (1) vote is counted when resolving a resolution.</p> <p>The Chairperson of the Technical Committee is the WSFN Program Director. In the absence of the Chairperson, the WSFN Program Manager conducts the meeting proceedings.</p>										
11.2.7	Meetings	<p>Added: where possible</p>	<p>The TC meetings are to be held at least 2 weeks in advance of the WSFN SC meeting schedule where possible in the following months:</p>										
11.2.8	Delegated Representatives	<p>Added: 8 Proxy Members</p>	<p>8 Proxy Members</p>										
13.1	Funding Sources	<p>Added: current</p>	<p>The WSFN has been jointly funded between the Commonwealth, State and Local Governments. The current funding split is noted in the table below:</p> <table border="0" data-bbox="1413 1161 2007 1300"> <thead> <tr> <th style="text-align: left;">Funding Source</th> <th style="text-align: right;">Funding Ratio</th> </tr> </thead> <tbody> <tr> <td>Commonwealth</td> <td style="text-align: right;">80.0%</td> </tr> <tr> <td>State</td> <td style="text-align: right;">13.3%</td> </tr> <tr> <td>LGA</td> <td style="text-align: right;">6.7%</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">100%</td> </tr> </tbody> </table>	Funding Source	Funding Ratio	Commonwealth	80.0%	State	13.3%	LGA	6.7%	Total	100%
Funding Source	Funding Ratio												
Commonwealth	80.0%												
State	13.3%												
LGA	6.7%												
Total	100%												

13.4.2	Over expenditure	Added: The process for an application is documented on the WSN website	Where a project is completed for more than the budget allocation, the respective local government shall fund the shortfall. A local government may apply to the WSN SC to cover a funding shortfall in exceptional circumstances. The process for an application is documented on the WSN website.
Attachment 2	Meetings – Timing and Venue	Added: The meetings will usually be held at the WSN Office at Unit 37/5 Keane Street, Midland.	An annual timetable will be established, and meetings should be conducted on a regular basis. The date and venue of meetings to be determined by the RRGs, SC and TC. The meetings will usually be held at the WSN Office at Unit 37/5 Keane Street, Midland.
Attachment 3	Disclosure of Interests	Deleted: Guidelines	Provide Disclosure of Interest form.



WSFN

WHEATBELT SECONDARY
FREIGHT NETWORK

REVISED

GOVERNANCE PLAN

Doc No. WSFN-GOV2024-001
Date: MARCH 2024



Document Control

Owner	This manual is owned and authorised by Chairperson of Wheatbelt Secondary Network Steering Committee. Authorisation As Chairperson of the Steering Committee, I authorise the issue and use of this Governance Plan for Wheatbelt Secondary Freight Network.
Custodian	The Wheatbelt Secondary Freight Network Program Director is the delegated custodian. All comments and requests for revision should be submitted to the Program Director in accordance with the document control procedures.
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Issue Date	14/09/2022
Review Frequency	2 years maximum

Amendments

Revision Number	Revision Date	Description of Key Changes	Section / Page No.
1	8-Jun-22	Initial draft	all
2	16-Jun-22	Draft following SC review and comment	all
3	18-Aug-22	Final draft following LGA feedback	all
4	14 Mar-24	Two-Year Review from 14/09/2022	all



Operational Definitions of Key Terms

Term	Definition
EO	Executive Officer
IPP	Indigenous Participation Plan
LGA	Local Government Authority
MRWA	Main Roads Western Australia
PD	Program Director
PM	Program Manager
PMT	Program Management Team
RDA-W	Regional Development Australia - Wheatbelt
RRG	Regional Road Group
SRRG	Sub-Regional Road Group
SC	Wheatbelt Secondary Freight Network Steering Committee
TC	Wheatbelt Secondary Freight Network Technical Committee
WALGA	Western Australian Local Government Association
WDC	Wheatbelt Development Commission
WSFN	Wheatbelt Secondary Freight Network
GP	Governance Plan
PPR	Project Proposal Report
WNRRG	Wheatbelt North Regional Road Group
WSRRG	Wheatbelt South Regional Road Group
MCA	Multi-Criteria Analysis



References and Related Documents

Procedures outlined in this plan are to be read in conjunction with the following documents:

Description
Multi Criteria Analysis Methodology
Basis of Design
Indigenous Participation Plan
Program Delivery Plan
Program Management Host Memorandum of Understanding
Budget Development & Request for Variation



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1 BACKGROUND

The Wheatbelt Secondary Freight Network (WSFN) in the Main Roads Western Australia Wheatbelt region comprises some 4,400km of Local Government managed roads that connect with State and National highways to provide access for heavy vehicles into the region. These roads are intended to enable large, high productivity trucks safe and cost-effective access to business.

The efficiency of supply chains serving industries in the Wheatbelt region is determined by the performance of the weakest link. Failure to maintain and improve productivity of the secondary freight network will reduce the international competitiveness of the Wheatbelt agricultural sector, which underpins employment and economic activity in the region. Transport links need to be improved if the productivity of this sector is to be supported.

The 42 Local Governments in the Wheatbelt region have worked collaboratively to identify the secondary freight network routes on Local Government roads in the Wheatbelt.

The Commonwealth and State Governments have committed funding to develop and deliver the WSFN improvements. The funding split is 80/20, respectively. Two thirds of the 20% State matching funding is provided by the State Government and one third from the Wheatbelt Local Governments whose assets are being upgraded.



2 PURPOSE

The purpose of this Governance Plan (GP) is to identify how key governance and administrative aspects will be undertaken to ensure successful delivery of the program. It will assist to outline the structure and processes for decision making and consultation within the Wheatbelt Region Regional Road Groups (WR RRG), their respective Sub-Groups and Local Governments. It will address who has responsibility for decision making on specific components. The GP will provide a framework and guidelines for all members of the WSFN program to operate within. It also outlines how key administrative roles associated with program management such as stakeholder engagement, funding acquittal, project development and delivery and general correspondence will be undertaken. The GP links all administrative tasks into a single concise document that members of the program governance team can regularly refer to.

The GP will be used to communicate to all stakeholders how the program will be governed. It also provides a reference from which the governance of the program can be evaluated at any point in time and modified or improved as required.

The process and procedures outlined in this GP will enable Wheatbelt North and Wheatbelt South RRGs and the WSFN Steering Committee to make decisions in accordance with the GP. This approach would mitigate the need for every decision to be considered by all 42 Shires and would therefore enable swifter decision making.

This Governance Plan:

1. Provides for strategic leadership and direction for the WSFN program.
2. Ensures that timely, fully informed decisions concerning the implementation of work are made at the most appropriate level.
3. Ensures that the project maintains on-going funding support.
4. Provides oversight and guidance.
5. Fosters accountability and transparency.



3 SCOPE

The funding for the WSFN is for the improvement of Local Government assets within the Wheatbelt Region and, as such, it is appropriate that the Local Governments determine program prioritisation, project selection, and appropriate standards and are responsible for design and delivery of the works.

This document proposed to outline how Local Government responsibilities for this program will be managed under the guidance of WSFN Steering Committee and its member organisations, with input from a WSFN Technical Committee, coordination via the Program Management Team and project delivery by the 42 Local Governments.

Specific delivery responsibilities for these groups are broadly considered across three areas:

- Governance
 - Provide sound governance.
 - Overall program and budget management.
- Management
 - Project Development including design, and scoping and detailed budgets of projects.
 - Delivery of individual identified projects.
- Administration
 - Funding breakdown.
 - Funding acquittal.
 - Program agreements.

Formal Agreement

This GP should be read in conjunction with the Multi-criteria Analysis (MCA) Methodology documents that provide operational details about how the work will be prioritised.

All 42 Local Governments have formalised their commitment to WSFN Program, to be eligible for funding and project consideration, via a formal resolution of Council, which entailed the presentation and acknowledgement of the following WSFN program documents:

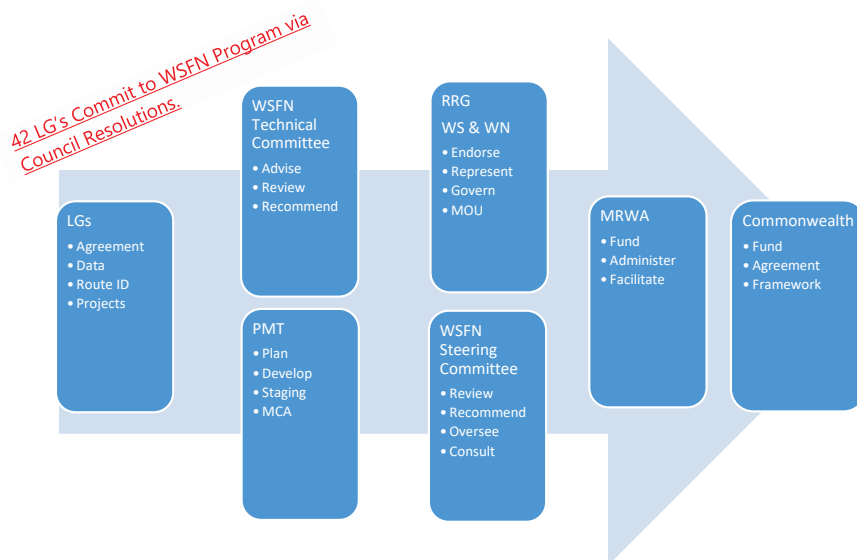
- Project Governance Plan
- Program Delivery Plan
- MCA Methodology

The 42 Council resolutions have been collated as addendums to a formal agreement in the form of a Memorandum of Understanding that the Regional Road Group will sign with the Commonwealth and State Governments on behalf of all 42 LGs associated with the WSFN program. This formalises the ongoing commitment to the program.



4 GOVERNANCE STRUCTURE

The figure shows the governance structure for the Wheatbelt Secondary Freight Network.



The Commonwealth and State governments are the overall funding approving authorities for the WSFN. The determination of projects and distribution of funding to those projects within the program will be determined by the WSFN. The practice for the approval of projects and distribution of funds within is maintained through the workings of the SC.

MRWA makes recommendations to the Minister of Transport for the approval of the release of committed funding for the program.

Local Governments provide representation on the RRG's, the SC and/or the TC. Local Governments provide submissions for funding under the WSFN and take part in the priority and determination process of those submissions through the above groups.

The RRG's approve endorsements from the SC and monitor the implementation of the projects from the program within their own region.

The SC comprises equal representation from the Wheatbelt North Regional Road Group (WNRRG) and the Wheatbelt South Regional Road Group (WSRRG). The SC oversees and monitors the distribution of funds as provided for under the Wheatbelt Secondary Freight Network and the delivery of the program.



5 DELEGATIONS AND APPROVALS

The following table provides an overview of the delegations and approval authorities for each relevant stakeholder group associated with WSFN program governance and delivery.

Document	Individual LGs	WSFN Program Management Team	WSFN Technical Committee	WSFN Steering Committee	RRG	42 LGs
Formal Agreement	Commit			Endorse	Approve	Commit
Governance Plan	Commit	Prepare		Endorse	Approve	Receive
Program Delivery Plan	Receive	Prepare		Endorse	Approve	Receive
MCA	Provide Information	Prepare	Recommend	Endorse	Approve	Receive
Technical Documents		Prepare	Recommend	Approve	Receive	Receive
Annual Report	Provide Information	Prepare	Recommend	Endorse	Receive	Receive
Staging Plan	Develop / Commit	Collate / Submit	Recommend	Approve	Receive	Receive
Annual Program Budget	Develop / Commit	Collate / Submit	Recommend	Approve	Receive	Receive
Specific Projects	Develop / Construct	Review / Submit	Recommend	Approve	Receive	Receive



6 COMMONWEALTH GOVERNMENT

The Commonwealth Government has committed to providing funding for the development and delivery of the WSFN program.

The Commonwealth Government will:

- Provide guidance regarding program delivery and funding arrangements for the WSFN program in-line with Commonwealth requirements.
- Note Agreement between the 42 Local Governments of Wheatbelt North & Wheatbelt South Regional Road Groups (RRGs) regarding on-going support for investment in the WSFN and governance arrangements.
- Approve annual program plan through the Project Proposal Report (PPR).
- Provide funding to the Program via Main Roads Western Australia in alignment with agreed milestones.

7 STATE GOVERNMENT

Main Roads Western Australia (MRWA) will represent the State Government in financial arrangements with the Commonwealth Government and provide the link between the Commonwealth Government and the WSFN. MRWA will review the Project Proposal Reports submitted by WSFN prior to submission to the Commonwealth for the approval of the release on committed funding and will provide a reporting link between the Commonwealth and WSFN for monthly progress of the Program.

Commonwealth and State Government funding will be managed through MRWA. MRWA will fulfil the public financial administration role as it does with the Regional Road Groups.

- MRWA to administer Commonwealth and State Government funds.
- Reporting implementation of the WSFN Program will be an additional funding stream within the Wheatbelt North and Wheatbelt South Regional Road Groups.

To enable the release of Commonwealth government funds, a Project Proposal Report (PPR) must be submitted to the Commonwealth Government for approval. The PPR is of similar nature to a business case of the project. In submitting the PPR to the Commonwealth, which will enable approval for the release of Commonwealth funding and payments, MRWA will confirm that the PPR is in accordance with Commonwealth requirements and that the projects have been delivered in accordance with the PPR as amended from time to time.

A key aspect of the approval process of the PPR is for the Program to have an Indigenous Participation Plan (IPP), which is submitted with the PPR for approval. The IPP sets out the indigenous employment and indigenous business expenditure targets for the Program, which flow down to each project within the Program.



8 42 WHEATBELT REGION LOCAL GOVERNMENTS

The 42 Local Governments of the Wheatbelt Region have formalised their commitment to WSFN Program.

They have provided necessary data to be utilised as part of the MCA process and Delivery Plan development by identifying routes and assessing deliverability within the timeframes and parameters of the WSFN Program.

9 WHEATBELT NORTH AND WHEATBELT SOUTH REGIONAL ROAD GROUPS

The WSFN Program will use existing governance structures and decision-making processes within the Wheatbelt North (WN) and Wheatbelt South (WS) Regional Road Groups (RRG).

The RRGs will make decisions in accordance with agreed processes and procedures based upon advice from WSFN Steering Committee and the GP.

Their specific roles and responsibilities will entail:

- WSRRG & WNRRGs to enter into a formal agreement representing all 42 LGs confirming their inclusion in WSFN program.
- Receive SC decisions.
- Approve the WSFN Governance Plan.
- Approve Multi Criteria Assessment as recommended by the SC.
- Receive the Annual Report as presented by the SC.
- Approve the Program Delivery Plan.
- Receive the Annual Program Budget

When approving or endorsing items above, if the RRG's cannot come to an agreed position it will be referred to a mediation group comprising of RDA-W, WALGA and MRWA.

10 WHEATBELT SECONDARY FREIGHT NETWORK STEERING COMMITTEE

The Steering Committee (SC) consist of WNRRG and WSRRG representatives and has oversight of the development and delivery of the Wheatbelt Secondary Freight Network.

The Terms of Reference listed below apply to the role and activities of the SC. The SC oversees and monitors the distribution of funds as provided for under the WSFN and the delivery of the WSFN program. The SC also monitors the expenditure of the overall program and where appropriate, may redistribute funds within the approved program to ensure the timely and best use of available resources.



10.1 Role and Responsibilities

The role of the Steering Committee is to provide strategic advice and direction to the WSFN program and ensure alignment with government and stakeholder requirements.

The SC shall be responsible for:

- Recommending the WSFN program (prioritisation of the nominated routes for the WSFN via MCA process) to the WNRRG and WSRRG for approval.
- On an annual basis, approve delivery projects and allocate project funding against an agreed scope and budget with individual LGA's, based on the approved program.
- Recommending any variations / changes to the approved program to the WNRRG and WSRRG's for approval.
- Review and recommend the multi-criteria analysis process and basis of design to the WNRRG and WSRRG's for approval.
- **Monitoring the delivery and acquittal of funded projects.**
- Redistributing funds between projects in the approved program to suit delivery progress/schedules.
- Reviewing individual WSFN procedures.
- **Set and be responsible for procedures covering the administration and functioning of the WSFN.**
Responding with appropriate strategies when funding changes are made by funding providers under the WSFN.
- Providing political representation with Commonwealth and State governments as well as the Wheatbelt LGA's.
- Approval of engagement of Program Director, in conjunction with the Program Host. Engagement of the **PD** will be undertaken by the Program Host and as such has final approval of the engagement.
- Approval of delegation of authority and assignment of responsibilities of Program Director.
- Conduct annual performance and development reviews of the Program Director's performance of their role in the WSFN.
- Approval of engagement of Program Manager, in conjunction with the Program Host. Engagement of the PM will be undertaken by the Program Host and as such has final approval of the engagement.
- **Approval of delegation of authority and assignment of responsibilities of Program Director and Program Manager.**
- Endorse the PPR and IPP for the Program for submission to the Commonwealth (via MRWA).
- Develop and execute a Memorandum of Understanding with the Program Host organisation for the engagement of the Program Management Team (PMT).
- Review of Program risks and risk management strategies as developed, reviewed, and documented by the PMT.



- Review of recommendations made by the TC that are disputed by LGA's.

Subject to the endorsement of the WSRRG and WNRRG's and MRWA, the overall program is submitted to the Commonwealth Minister for Transport for approval.

10.2 Management and Administration

10.2.1 Membership

The SC membership shall be made up of the following:

- 8 voting members. 1 elected member from each of the 8 Sub-Regional Road Groups (SSRG's) within the Wheatbelt Region.
- 8 Proxy members
- 5 non-voting members
 - WSFN Program Director
 - delegate from WA Local Government Association (WALGA)
 - delegate from Regional Development Australia – Wheatbelt (RDA-W)
 - delegate from Main Roads Western Australia (MRWA) and
 - delegate from Wheatbelt Development Commission (WDC).

The SRRG elected members are elected to the Steering Committee for a two-year term at the first RRG meeting following the LG elections.

The name of the nominated SRRG members must be provided to the PMT as soon as practicable after nominations are determined.

10.2.2 Chairperson

The Chairperson shall be the elected from the nominated SRRG voting members at the first WSFN Steering Committee meeting following the LGA elections. If the Chairperson resigns, a new Chairperson shall be elected at the next SC meeting following the resignation. The Chairperson will be elected for a two-year term (or remainder there-of if the elected following resignation of previous Chairperson).

If when the votes cast in the election of the Chairperson are counted there is an equality of votes between 2 or more candidates, the count is to be discontinued and the meeting is to be adjourned for not more than 7 days. Any nominations for position of Chairperson may be withdrawn, and further nominations may be made, before or when the meeting resumes. When the meeting resumes the members are to vote again on the position of Chairperson. Should the Steering Committee still be unable elect a chairperson, then it will be referred to a mediation group comprising of senior officers appointed by RDA-W, WDA, WALGA and MRWA.

10.2.3 Deputy Chairperson

The Deputy Chairperson shall be the elected from the nominated SRRG members at the first WSFN Steering Committee meeting following the LGA elections. If the Deputy Chairperson resigns, a new Deputy Chairperson shall be elected at the next SC meeting following the resignation.



The Deputy Chairperson will be elected for a two-year term (or remainder there-of if the elected following resignation of previous Deputy Chairperson).

The Deputy Chairperson shall undertake the duties of the Chairperson in the absence of the Chairperson. If the Deputy Chairperson is unable to undertake the duties of the Chairperson in the absence of the Chairperson, the SC shall elect a member to complete the duties for a defined period.

Should the SC be unable to agree on a nominated Deputy Chairperson the appointment will be held over to the next SC meeting. If at the next SC meeting, the SC are unable to agree on a nominated Deputy Chairperson then it will be referred to a mediation group comprising of senior officers appointed by RDA-W, WDA, WALGA and MRWA.

10.2.4 Administration

The WSFN Program Management Team (PMT) will provide administrative support to the SC.

10.2.5 Observers

The Chairperson may invite to SC meetings other personnel who would assist with matters under SC consideration.

10.2.6 Voting and Decision Making

All voting members are entitled to one vote. Decisions shall be by simple majority. If there is no majority, then the vote shall be suspended, with the SC to reconvene after 7 days to reconsider the matter and revote. If after re-voting there is still no majority, then the Chairperson shall cast an additional vote.

10.2.7 Conflict of Interest

Members making decisions on, or Local Government employees and other persons giving advice to the SC on, WSFN matters have obligations to act honestly and responsibly in carrying out their functions.

Those obligations include the disclosure of financial interests at SC meetings.

Members, Local Government employees and other persons giving advice must also be mindful of their obligation to declare personal interests not considered as financial interests.

Reference should be made to the Government of Western Australia Department of Local Government Operational Guideline 20 – Disclosure of Financial Interest at Meetings and Operational Guideline 1 – Disclosure of Interests Affecting Impartiality for guidance on definitions and disclosure of interests. A copy of the Guidelines is provided in Attachment 3.

Members, Local Government employees and other persons giving advice must declare any actual or perceived conflict of interest in any action, decision or determination being made by the SC before the SC makes an action, decision, or determination on the matter.

An employee or person providing advice, or a report should ensure that their interests are disclosed at the time they are asked to commence any work toward providing advice or a report, rather than after they have completed work on preparing the advice or report.



If a member discloses a financial or proximity interest in a matter being considered, then:

- The disclosure must be recorded in the minutes of the meeting and include the nature and extent of the interest.
- The member with the interest must not discuss or vote on the action, decision or determination and must leave the meeting while the matter is being considered.

If a member discloses an interest affecting impartiality in a matter being considered, then:

- The disclosure must be recorded in the minutes of the meeting and include the nature and extent of the interest.

The member may then stay in the room and participate in the debate and votes. Following disclosure of an interest affecting impartiality, the members involvement in the meeting continues as if no interest existed.

10.2.8 Dispute Resolution

If there is a dispute between members of the SC, the parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within 14 days after the dispute comes to the attention of all the parties.

If the parties are unable to resolve the dispute at the meeting then it will be referred to a mediation group comprising of senior officers appointed by RDA-W, WALGA and MRWA.

10.2.9 Meetings

The Chairperson, through the PMT, will develop an annual meeting timetable. A minimum of four meetings are to be held per year.

Meetings can be attended via electronic means by any or all participants. A quorum will be at least 50% of the number of voting members from each of the WS and WN RRG's.

The PMT will provide the agenda for meetings to the members at least 5 working days prior to the meeting.

The PMT shall record minutes of its meetings and forward a copy to each Committee member, each RRG and each LGA. The draft SC meeting minutes will be forwarded to members each RRG and each LGA within 7 working days after the meeting.

10.2.10 Delegated Representatives

The SC membership shall be made up of the following:

- 8 voting members. 1 elected member from each of the 8 Sub-Regional Road Groups (SSRG's) within the Wheatbelt Region.
- 8 Proxy members
- 5 non-voting members
 - WSNF Program Director.
 - delegate from WA Local Government Association (WALGA).
 - delegate from Regional Development Australia – Wheatbelt (RDA-W).
 - delegate from Main Roads Western Australia (MRWA); and
 - delegate from Wheatbelt Development Commission (WDC).



The SRRG elected members are elected to the Steering Committee for a two-year term at the first RRG meeting following the LG elections.

The name of the nominated SRRG members must be provided to the PMT as soon as practicable after nominations are determined.

10.3 Discretionary Powers

The SC has the authority to adjust budgeted project funding, as appropriate, between projects within the approved WSFN program.

Any decision will be conveyed to the appropriate LGA and Regional Road Group secretariat for dissemination as appropriate.

10.4 Financial Monitoring

At each SC meeting, a financial report is tabled that includes funds expended to date and forecasts - end of financial year expenditures (EFYEs)

11 WHEATBELT SECONDARY FREIGHT NETWORK TECHNICAL COMMITTEE

The Technical Committee (TC) is a technical working group consisting of nominated LGA representatives from both the WS and WN SRRG's, as well as the Program Management Team (PMT) and MRWA. These may be LGA employees or Consultants/Contractors.

The role of the Technical Committee is to provide technical support, input, and advice to key delivery components of the program.

These Terms of Reference shall apply to the role and responsibilities of the TC.

11.1 Role and Responsibilities

The role of the Technical Committee is to provide technical support, input, and advice to key delivery components of the program.

The responsibilities of the TC include:

- Recommend the multi-criteria assessment process to the SC.
- Review and recommend the Basis of Design to the SC.
- Recommend the prioritisation of the Program routes in accordance with the agreed Multi Criteria Assessment.
- Review 5-year Delivery Plan and recommend to WSFN SC.
- Review the Project Proposal Report (PPR) for the Program for submission to the Commonwealth to enable release of committed funding.
- Review the Indigenous Participation Plan for submission to the Commonwealth for approval.
- Review the project scope, design, and budgets.
- Review and recommend Annual Project Budgets to WSFN SC for endorsement.
- Review and recommend project updates to WSFN SC as per the meeting schedule.
- Provide technical advice to the WSFN PMT.
- Review recommendations of any formal requests received from individual Local Governments to WSFN SC.
- Review of risks and risk mitigation strategies



- Review the Governance documents of the WSFN Project as relevant to the WSFN TC and recommend any changes to the WSFN SC for endorsement.

11.2 Management and Administration

11.2.1 Chairperson

The Chairperson of the Technical Committee will be the WSFN Program Director. In the absence of the PD, the PM will assume the Chairperson of the Technical Committee.

11.2.2 Membership

The TC membership shall be made up of the following:

- 8 members nominated from the SRRG's within the Wheatbelt Region (1 from each SRRG).
- 8 Proxy members
- WSFN Program Director.
- WSFN Program Manager.
- Delegate from Main Roads Western Australia.

The SRRG members are nominated to the Technical Committee for a two-year term at the first SRRG meeting of the calendar year following the LG elections.

The name of the nominated SRRG members must be provided to the PMT as soon as practicable after nominations are determined.

11.2.3 Voting and Decision Making

The Technical Committee (TC) is a technical working group consisting of nominated LGA representatives from both the WS and WN SRRG's, as well as the Program Management Team (PMT) and MRWA. These may be LGA employees or Consultants/Contractors.

The role of the Technical Committee is to provide technical support, input, and advice to key delivery components of the program.

These Terms of Reference shall apply to the role and responsibilities of the TC.

11.2.4 Conflict of Interest

Members making decisions on, or Local Government employees and other persons giving advice to the TC on, WSFN matters have obligations to act honestly and responsibly in carrying out their functions.

Generally, those obligations include the disclosure of financial interests at TC meetings.

Members, Local Government employees and other persons giving advice must also be mindful of their obligation to deal with personal interests not considered as financial interests.

Reference should be made to the Government of Western Australia Department of Local Government Operational Guideline 20 – Disclosure of Financial Interest at Meetings and operational Guideline 1 – Disclosure of Interests Affecting Impartiality for guidance on definitions and disclosure of interests. A copy of these Guidelines is at Attachment 3.

Members, Local Government employees and other persons giving advice must declare any actual or perceived conflict of interest in any action, decision or determination being made by the TC before the TC makes an action, decision, or determination on the matter.



An employee or person providing advice, or a report should ensure that their interests are disclosed at the time they are asked to commence any work toward providing advice or a report, rather than after they have completed work on preparing the advice or report.

If a member discloses a financial interest in a matter being considered, then:

- The disclosure must be recorded in the minutes of the meeting and include the nature and extent of the interest.
- The member with the interest must not discuss or vote on the action, decision or determination and must leave the meeting while the matter is being considered.

If a member discloses an interest affecting impartiality in a matter being considered, then:

- The disclosure must be recorded in the minutes of the meeting and include the nature and extent of the interest.

The member may then stay in the room and participate in the debate and votes. Following disclosure of an interest affecting impartiality, the members involvement in the meeting continues as if no interest existed.

11.2.5 Dispute Resolution

If there is a dispute between members of the TC, the parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within 14 days after the dispute comes to the attention of all the parties.

If the parties are unable to resolve the dispute at the meeting, then the issue shall be brought to the attention of the SC by the TC for resolution.

11.2.6 LG Technical Committee Recommendation Review

If a LGA does not agree with a recommendation made by the TC, the LGA shall engage the TC member from their SRRG to assist representing them at a meeting of the SC to review the disputed recommendation.

At the meeting, an LGA representative will present a reasoning for their disagreement with the recommendation, which includes endorsement by their SRRG member. Following this submission, the SC will then review the recommendation.

11.2.7 Meetings

The PMT, will develop an annual meeting timetable relating to the timetable of the TC.

The TC meetings are to be held at least 2 weeks in advance of the WSFN SC meeting schedule **where possible** in the following months:

- February – Budget Review
- May – Annual Program Completion Report
- August – Annual and Forward Program Commencement Review
- December – Annual Program Delivery Review

The PMT will provide the agenda for meetings to the members within 5 working days prior to the meeting.

Meetings can be attended via electronic means by any or all participants.



The PMT shall record minutes of TC meetings and forward a copy to each TC member, each RRG and each LGA. The draft TC meeting minutes will be forwarded to members each RRG and each LGA within 7 working days after the meeting.

11.2.8 Delegate Representatives

The TC membership shall be made up of the following:

- 8 members nominated from the SRRG's within the Wheatbelt Region (1 from each SRRG).
- **8 Proxy members**
- WSFN Program Director.
- WSFN Program Manager.
- Delegate from Main Roads Western Australia.

The SRRG members are nominated to the Technical Committee for a two-year term at the first RRG meeting following the LG elections.

The name of the nominated SRRG members must be provided to the PMT as soon as practicable after nominations are determined.

11.2.9 Reporting Structure

The TC shall record minutes of its meeting and provide a copy to each member, the SC and each RRG.

The TC shall make recommendations as required to the SC.

11.2.10 Administration

PMT shall provide administrative support to the TC. The PMT will provide the primary contact for the TC.

12 PROGRAM MANAGEMENT TEAM

The Program Management Team (PMT) is a team consisting of the Program Director (PD), Program Manager (PM) and Executive Officer (EO) as well as other staff as required to undertake the delivery of the WSFN program.

The PMT may also engage specific technical resources as and when is required, within the approved Delegation of Authority.

Key responsibilities for the PMT are as follows:

- Work with individual LGs to:
 - Prepare work programs for future years.
 - Prepare scope for future works to ensure consistency along identified routes.
 - Allocate budgets against agreed scopes.
- Engage consultants as required to deliver the program outcomes.
- Prepare reports on program progress for presentation to the SC (including current year progress, annual progress from previous year and overall progress of program).
- Update prioritisation of the identified routes in accordance with the agreed Multi Criteria Assessment process, and present to the TC for review and recommendation.
- Report on program progress (including financial) and decisions required to the SC.
- Responsibility for the overview of the delivery and budget of the WSFN program, as delegated by the SC.



- Prepare the Project Proposal Report (PPR) for the Program for submission to the Commonwealth to enable release of committed funding.
- Prepare and submit Indigenous Participation Plan to Commonwealth for approval.
- Presentation of progress reports to SC.
- Report on progress of the program to Main Roads on a monthly basis.
- Presentation of recommendations to the SC for endorsement.
- Refine design criteria and develop preliminary standards and designs.
- Consolidate existing data to gain an understanding of road user requirements, the physical site, and environmental context and constraints.
- Undertake a study of quantified issues and opportunities, for input into route prioritisation.
- Collation and review of existing road condition and traffic data and program scopes.
- Identify priority projects and the proposed scope and timing for staged implementation of planned network.
- Refine a route prioritisation MCA tool and conduct analysis of selected routes.
- Develop and maintain a route staging plan.
- Collection of additional, more detailed road condition and traffic data and project scope refinement.
- Site visits including visual inspections would be undertaken to support desktop activities and to inform gap assessment.
- Providing assistance to LGA's as required for the development of detailed investigation and survey of priority projects. Supporting investigations that may be required which would include feature survey, environmental surveys, traffic surveys, utility services investigations (such as potholing), geotechnical and hydrological investigation.
- Development of "approved" and funded shovel ready projects.
- Allocation for specific design or engineering investigations for immediate priority works (environmental, geotechnical, survey, detailed design).

12.1 Program Director

The Program Director (PD) shall lead the Program Management Team, with both the PM and the Executive Officer directly reporting to the PD.

Apart from the Program Manager, the PD is, within their delegation of authority as set out by the SC, responsible for the appointment of any other PMT personnel. The Program Director will oversee the work of the external technical consultants and will be the main contact for communication between the PMT and external consultants.

The Program Director reports directly and primarily to the SC.

The PD will conduct annual performance and development reviews of the Program Manager's and other staff performance of their role in the WSFN.

The SC will, in conjunction with the Program Host, approve the appointment of the Program Director.

12.2 Program Manager

The Program Manager (PM) is part of the Program Management Team.

The PM undertakes planning and coordination of activities associated with finalising the assessment, prioritisation, and delivery of priority projects with relevant LGs.



12.3 Program Management Host

The Program Management Host will be engaged by the SC. It is recommended that the Host engages or employs the Program Director, Program Manager, and any other staff. Specifics regarding the Host contract are to be determined via negotiation between the Host and the SC with a formal Memorandum of Understanding in place. The Host will be paid the costs of hosting from the program budget.

12.4 Individual LGA's Project Development and Delivery

The following table provides an overview of the key roles required by individual LGA's with the development and delivery of on-ground works. It outlines how the PMT and LGA's will work together towards successful project delivery.



Stage	Details
1. Program Delivery Plan	<ul style="list-style-type: none"> ▪ PMT will develop a staging plan for program delivery, based on approved program. ▪ Relevant LGAs will be informed of their proposed project and indicative budget, scope, and year of delivery. ▪ Identification of Funds required for a 4-year program set in advance by project priority lists. ▪ Funding to be limited according to individual LGA ability to deliver works.
2. Project Scoping and Approval	<ul style="list-style-type: none"> ▪ Priority projects will be determined via the MCA process. ▪ Projects will be scoped, and a detailed budget developed by individual LGA's in-conjunction with PMT. ▪ Projects prioritisation will be undertaken via an MCA process by the PMT with input from relevant consultants as required and recommended by TC. ▪ PMT will make recommendations to the SC for endorsement. ▪ The SC will then forward endorsed recommendations through to the relevant WN or WS RRG.
3. Detailed Scoping, Design and Budget Development	<ul style="list-style-type: none"> ▪ LGA's will refine detailed budgets and designs (if necessary) for Priority projects in line with the Basis of Design. ▪ Provide final detail budgets and scope to PMT. ▪ LGA's are to include projects in their annual budget for the proposed year. ▪ LGA's to be responsible for all relevant approvals. ▪ PMT to work with LGA's to verify budgets.
4. Delivery	<ul style="list-style-type: none"> ▪ LGA's will be responsible for tendering, project management and delivery of each project in the proposed year. ▪ LGA's to ensure Indigenous engagement targets set within the Program IPP are incorporated within each individual project. ▪ PMT to work with LGA's to provide technical assistance and advice during delivery. ▪ Incorporate into annual capital works program. ▪ Works already funded from other sources are not eligible for funding under this program. ▪ Cannot use existing funding sources, other than own sources funds, as co-contribution (i.e not RRG or Roads to Recovery or Blackspot or Commodity Route funding sources)



13 FUNDING AND FUNDING ALLOCATION

Both Funding and Funding Allocations will be as per the approved Commonwealth and State funding for the Wheatbelt Secondary Freight Network and the approved WSFN program.

13.1 Funding Sources

The WSFN has been jointly funded between the Commonwealth, State and Local Governments. The **current** funding split is noted in the table below:

Funding Source	Funding Ratio
Commonwealth	80%
State	13.3%
LGA	6.7%
Total	100%

13.2 Funding Allocations

The revenue determined in section 13.1 above is distributed on the basis of program management costs, project development costs and project delivery costs.

13.3 Funding Acquittal

Main Roads WA (MRWA) will represent the State Government in financial arrangements with the Commonwealth Department of Infrastructure, Transport, Cities and Regional Development and provide the link between the Commonwealth Government and the WSFN. MRWA will review the processes undertaken by RRGs, WSFN and associated LGs and approve when satisfied that these processes have been complied with.

Commonwealth and State Government funding will be managed through MRWA. MRWA will fulfil the public financial administration role as it does with the Regional Road Groups.

- MRWA to administer funds.
- Reporting implementation of the WSFN Program will be an additional funding stream within the Wheatbelt North and Wheatbelt South Regional Road Groups.
- Acquittal and review process for Certificates of Completion and Progress Payments is.
 - Progress Payment Certificate - First 40% (once project is approved).
 - Progress Payment Certificate - Second 40% (once project is commenced).
 - Completion Certificate - Final 20% (once project is completed).

13.4 Under or Over Expenditure

13.4.1 Under Expenditure

If the final cost of a project is less than the approved budget allocation, the Local Government will be paid the actual expenditure (less the one-third contribution) incurred subject to certification of satisfactory completion of the project.

The balance of the approved budget allocation is to be reallocated by the WSFN SC. If the occasion arises where a Local Government has claimed payments in excess of the final project cost (less the 6.7% contribution) the total unexpended amount must be returned to the WSFN for redistribution.



13.4.2 Over Expenditure

Where a project is completed for more than the budget allocation the respective Local Government shall fund the shortfall.

A Local Government may apply to the WSFN SC to cover a funding shortfall in exceptional circumstances. **The process for a full application is documented in the WSFN website.**

13.5 Certificate of Completion (Attachment 4b)

On completion of the project and with the final claim for payment (also refer section 13.9.3), the Local Government shall provide a Certificate of Completion (refer Attachment 4b) to MRWA together with a Project Completion Report supported with photographic evidence. This must include an accurate final cost, including expenditure detail as included in the original funding request. The Chief Executive Officer and the Works Supervisor/Engineer must co-sign this certificate prior to the balance of the funds being released to the Local Government.

13.6 Delays in Program

The WSFN shall monitor expenditure on approved roads projects with Local Governments to ensure funds will be expended and recouped within the financial year in accordance with the budget.

Where a Local Government cannot demonstrate acceptable progress on an approved project before December 31, the SC shall review and consider reallocating funds to the next highest priority project on the WSFN priority list. If the project is delayed and funding is reallocated in the current year, then the project will be placed in the forward program as the next priority project.

Every endeavour must be made to fully deliver the project scope and acquit the funds in the year of allocation. Under exceptional circumstances, extension of time may be considered by the Steering Committee.

A Local Government is to notify the PMT by no later than 30 November of any financial year of circumstances in which WSFN project funding allocations are likely to remain unspent at the expiration of that financial year. These matters shall be referred to the TC for consideration and determination on the re-allocation of unspent funds for recommendation to the SC.

13.7 Reporting

MRWA, on behalf of WSFN, shall report to the Commonwealth on WSFN budget compared with actual expenditures. This report shall be at the project level and provide reasons for any variations between the approved budget and actual expenditure incurred.

Project status information reports shall be prepared by the relevant LGA and forwarded to the Program Manager who is responsible for co-ordinating all reporting associated with the WSFN to MRWA.

Completion reports are to be certified by the Works Supervisor/Engineer and the Chief Executive Officer of the Local Government and forwarded to the Program Manager.

13.8 Local Government Project Signage Requirements

All projects shall have signs installed as per the approved WSFN sign design.

WHEATBELT SECONDARY FREIGHT NETWORK GOVERNANCE PLAN – March 2024



14 SUMMARY OF KEY DATES

Attachment 1 summarises the timing of procedures undertaken by the RRG's, SC and TC in relation to delivery of the WSFN program.

The RRG's, SC and TC should develop a timetable for meetings to align with the requirements of the procedures shown in Attachment 1.



ATTACHMENT 1 – TIMETABLE

The following timetable sets out a summary of dates relating to these procedures. This timetable allows sufficient time to complete budgetary processes and meeting Treasury requirements.

PROCESS STEP		END DATE
1	LGs to advise PMT of IPP stats and project status during construction and until Certificate of Completion has been submitted	Monthly ⁽²⁾
2	WSFN Steering Committee meeting Review progress and potential under-expenditure determine actions	December ⁽²⁾
3	PMT notify SC of any carry over.	April ⁽²⁾
4	Local Governments expend all distributions and provide PMT with Certificate of Completion.	July ⁽³⁾
5	PMT provide annual summary of project expenditure to the SC.	July ⁽³⁾

Notes: (1) for Next Financial Year; (2) for Current Financial Year; (3) for Prior Financial Year



Dates Related to the Budget Process

PROCESS SEQUENCE		MONTH
1	LGs to review project scope and budget then submit to PM End of Month PMT to review and update delivery plan/next year's budget	September ⁽¹⁾
2	WSFN Technical Committee meeting. Review proposed amendments and make recommendations to SC	December ⁽¹⁾
3	WSFN Steering Committee meeting Review recommendations and direct PMT to make adjustments	December ⁽¹⁾
4	WSFN Steering Committee meeting Review final Draft PPR and submit to RRG for notation	February ⁽¹⁾
5	PMT to submit PPR to Main Roads	February ⁽¹⁾
6	PMT to advise LGA's of approved project allocations so that the LG's can incorporate into their own budgets	February ⁽¹⁾
7	State Budget submitted to the Minister for Transport.	February ⁽¹⁾
8	State Budget approved by Parliament.	March ⁽¹⁾
9	WSFN Steering Committee meeting.	May ⁽¹⁾
10	Updated PPR with approved annual projects submitted to Minister for Transport's for approval.	April ⁽¹⁾
11	WSFN Steering Committee meeting.	August ⁽¹⁾

Notes: (1) for Next Financial Year; (2) for Current Financial Year; (3) for Prior Financial Year



ATTACHMENT 2 – WHEATBELT SECONDARY FREIGHT NETWORK ADMINISTRATIVE PROCEDURES

(to be used as a guide)

Executive Support

The WSFN PMT will provide the executive support and all other administrative, technical support to the SC and TC. The following is an outline of the support to be provided:

- Provide information to RRG's, SC, TC and Local Governments on annual program of works, indicative funding, and other financial matters.
- Provide the necessary support to assist Local Governments in programming and prioritising projects.
- Provide minute takers for meetings, distribute the minutes to the RRG members and SC members.
- Provide the necessary administrative duties involved in the follow up of meeting action.

Records

The following will be maintained by the PMT to support the RRG's, SC and TC:

- Correspondence File (which provides background information required to support action of the RRG).
- Meeting and agenda files (to ensure that ready access is available, and records of Minutes maintained).
- Annual and Five-Year Works Program including amendments.
- Summary of Payments of WSFN Funds to Local Governments.
- Certificates of Completion for WSFN Projects.
- An up-to-date Plans and Procedures.
- An up-to-date list of SC and TC membership.

Meetings

Timing and Venue

An annual timetable will be established, and meetings should be conducted on a regular basis. The date and venue of meetings to be determined by the RRG's, SC and TC.

These meetings will usually be held at the WSFN Office, Unit 37/5 Keane Street, Midland.



Attachment 2 continued

Meeting Agenda

PMT staff to prepare the agenda in consultation with Chairperson of the SC or TC.

Format:

- Chairperson to open meeting, welcome members and observers and call for apologies.
- Confirmation of Minutes of previous meeting.
- Business arising from previous minutes.
- Presentation of Advisory Committee Minutes since last SC/TC meeting.
- Inwards and Outwards Correspondence
- Reports:
 - Chairperson
 - Submissions from Local Governments
 - Recommendations to SC
 - Summary of payments made to Local Governments (recoups, audit forms).
 - Amendments to Program of Works.
- General Business.
- Future meeting dates.
- Meeting close.

The agenda provided to each SC/TC member is to include the following:

- Minutes of the previous meeting.
- Summary of financial status and completion of projects.
- Copies of inward and outward correspondence.
- Any other relevant papers, maps etc. to assist the Group.

Correspondence:

In general, correspondence is to be dealt with in the following manner:

- SC/TC correspondence is addressed to the Chairperson.
- All correspondence dealing with WSFN Funding and SC/TC involvement is treated as inwards correspondence at the SC/TC Meetings.
- Urgent matters are referred by email (or facsimile) direct to the Chairperson, or otherwise presented at the SC/TC meeting.



ATTACHMENT 3 – DISCLOSURE OF INTERESTS

WRITTEN DECLARATION OF INTEREST IN A MATTER BEFORE WSFN TECHNICAL OR STEERING COMMITTEE

NOTE : USE ONE FORM PER DECLARATION OF INTEREST

I, ⁽¹⁾ _____ wish to declare an interest in the following item to be considered by WSFN Steering Committee at its meeting to be held on ⁽²⁾ _____

Agenda Item ⁽³⁾ _____

The type of interest I wish to declare is: ⁽⁴⁾

- Financial
- Proximity
- Indirect Financial
- Impartiality

The nature of my interest is ⁽⁵⁾

The extent of my interest is ⁽⁶⁾

I understand that the above information will be recorded in the minutes of the meeting and recorded by the WSFN Project Director (Technical Committee) or the WSFN Chairperson (Steering Committee) in the existing Declaration of Interest Register.

Name and Signature

____/____/____
Date

1. Insert your name.
2. Insert the date of the Committee Meeting at which the item is to be considered.
3. Insert the Agenda Item Number and Title.
4. Tick box to indicate type of interest.
5. Describe the nature of your interest.
6. Describe the extent of your interest (if seeking to participate in the matter under S. 5.68 of the Act).



WSFN

WHEATBELT SECONDARY
FREIGHT NETWORK

GOVERNANCE PLAN

Doc No. D22#896940
Date: August, 2022



Document Control

Owner	<p>This manual is owned and authorised by Chairperson of Wheatbelt Secondary Network Steering Committee.</p> <p>Authorisation As Chairperson of the Steering Committee, I authorise the issue and use of this Governance Plan for Wheatbelt Secondary Freight Network.</p>
Custodian	<p>The Wheatbelt Secondary Freight Network Program Director is the delegated custodian.</p> <p>All comments and requests for revision should be submitted to the Program Director in accordance with the document control procedures.</p>
Document Number	<p>D22#896940</p> <p>Printed copies are uncontrolled unless marked otherwise.</p>
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Review Frequency	2 years maximum

Amendments

Revision Number	Revision Date	Description of Key Changes	Section / Page No.
1	8-Jun-22	Initial draft	all
2	16-Jun-22	Draft following SC review and comment	all
3	18-Aug-22	Final draft following LGA feedback	all



Operational Definitions of Key Terms

Term	Definition
EO	Executive Officer
IPP	Indigenous Participation Plan
LGA	Local Government Authority
MRWA	Main Roads Western Australia
PD	Program Director
PM	Program Manager
PMT	Program Management Team
RDA-W	Regional Development Australia - Wheatbelt
RRG	Regional Road Group
SRRG	Sub-Regional Road Group
SC	Wheatbelt Secondary Freight Network Steering Committee
TC	Wheatbelt Secondary Freight Network Technical Committee
WALGA	Western Australian Local Government Association
WDC	Wheatbelt Development Commission
WSFN	Wheatbelt Secondary Freight Network
GP	Governance Plan
PPR	Project Proposal Report
WNRRG	Wheatbelt North Regional Road Group
WSRRG	Wheatbelt South Regional Road Group
MCA	Multi-Criteria Analysis



References and Related Documents

Procedures outlined in this plan are to be read in conjunction with the following documents:

Description
Multi Criteria Analysis Methodology
Basis of Design
Indigenous Participation Plan
Program Delivery Plan
Program Management Host Memorandum of Understanding
Budget Development & Request for Variation



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1 BACKGROUND

The Wheatbelt Secondary Freight Network (WSFN) in the Main Roads Western Australia Wheatbelt region comprises some 4,400km of Local Government managed roads that connect with State and National highways to provide access for heavy vehicles into the region. These roads are intended to enable large, high productivity trucks safe and cost-effective access to business.

The efficiency of supply chains serving industries in the Wheatbelt region is determined by the performance of the weakest link. Failure to maintain and improve productivity of the secondary freight network will reduce the international competitiveness of the Wheatbelt agricultural sector, which underpins employment and economic activity in the region. Transport links need to be improved if the productivity of this sector is to be supported.

The 42 Local Governments in the Wheatbelt region have worked collaboratively to identify the secondary freight network routes on Local Government roads in the Wheatbelt.

The Commonwealth and State Governments have committed funding to develop and deliver the WSFN improvements. The funding split is 80/20 respectively. Two thirds of the 20% State matching funding is provided by the State Government and one third from the Wheatbelt Local Governments whose assets are being upgraded.



2 PURPOSE

The purpose of this Governance Plan (GP) is to identify how key governance and administrative aspects will be undertaken to ensure successful delivery of the program. It will assist to outline the structure and processes for decision making and consultation within the Wheatbelt Region Regional Road Groups (WR RRG), their respective Sub-Groups and Local Governments. It will address who has responsibility for decision making on specific components. The GP will provide a framework and guidelines for all members of the WSFN program to operate within. It also outlines how key administrative roles associated with program management such as stakeholder engagement, funding acquittal, project development and delivery and general correspondence will be undertaken. The GP links all administrative tasks into a single concise document that members of the program governance team can regularly refer to.

The GP will be used to communicate to all stakeholders how the program will be governed. It also provides a reference from which the governance of the program can be evaluated at any point in time and modified or improved as required.

The process and procedures outlined in this GP will enable Wheatbelt North and Wheatbelt South RRGs and the WSFN Steering Committee to make decisions in accordance with in the GP. This approach would mitigate the need for every decision to be considered by all 42 Shires and would therefore enable swifter decision making.

This Governance Plan:

1. Provides for strategic leadership and direction for the WSFN program;
2. Ensures that timely, fully informed decisions concerning the implementation of work are made at the most appropriate level;
3. Ensures that the project maintains on-going funding support;
4. Provides oversight and guidance; and
5. Fosters accountability and transparency.



3 SCOPE

The funding for the WSFN is for the improvement of Local Government assets within the Wheatbelt Region and, as such, it is appropriate that the Local Governments determine program prioritisation, project selection, and appropriate standards and are responsible for design and delivery of the works.

This document proposed to outline how Local Government responsibilities for this program will be managed under the guidance of WSFN Steering Committee and its member organisations, with input from a WSFN Technical Committee, coordination via the Program Management Team and project delivery by the 42 Local Governments.

Specific delivery responsibilities for these groups are broadly considered across three areas:

- Governance
 - Provide sound governance
 - Overall program and budget management
- Management
 - Project Development including design, and scoping and detailed budgets of projects.
 - Delivery of individual identified projects
- Administration
 - Funding breakdown.
 - Funding acquittal.
 - Program agreements.

Formal Agreement

This GP should be read in conjunction with the Multi-criteria Analysis (MCA) Methodology documents that provide operational details about how the work will be prioritised.

All 42 Local Governments have formalised their commitment to WSFN Program, to be eligible for funding and project consideration, via a formal resolution of Council, which entailed the presentation and acknowledgement of the following WSFN program documents:

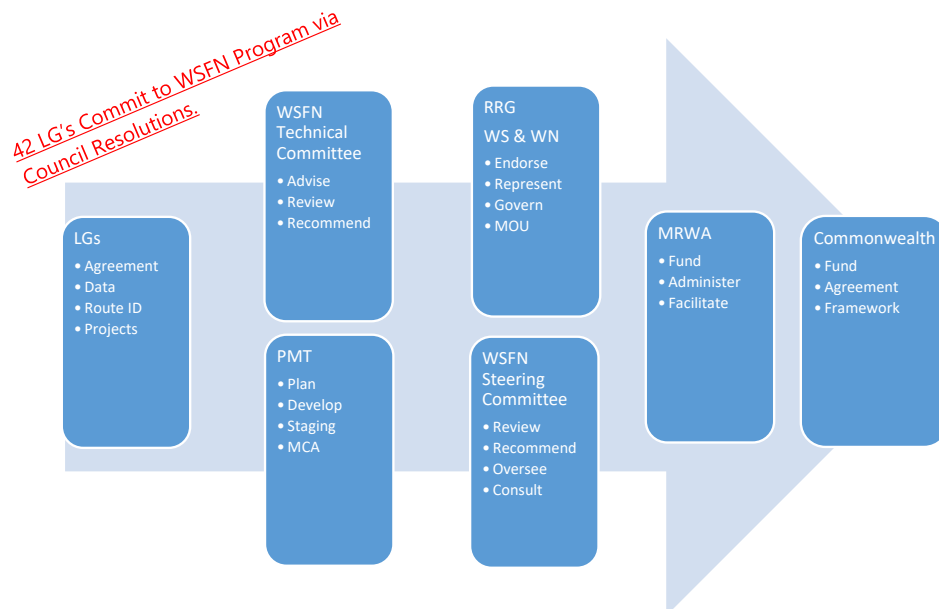
- Project Governance Plan
- Program Delivery Plan
- MCA Methodology.

The 42 Council resolutions have been collated as addendums to a formal agreement in the form of a Memorandum of Understanding that the Regional Road Group will sign with the Commonwealth and State Governments on behalf of all 42 LGs associated with the WSFN program. This formalises the ongoing commitment to the program.



4 GOVERNANCE STRUCTURE

The figure shows the governance structure for the Wheatbelt Secondary Freight Network.



The Commonwealth and State governments are the overall funding approving authorities for the WSFN. The determination of projects and distribution of funding to those projects within the program will be determined by the WSFN. The practice for the approval of projects and distribution of funds within is maintained through the workings of the SC.

MRWA makes recommendations to the Minister of Transport for the approval of the release of committed funding for the program.

Local Governments provide representation on the RRG's, the SC and/or the TC. Local Governments provide submissions for funding under the WSFN and take part in the priority and determination process of those submissions through the above groups.

The RRG's approve endorsements from the SC and monitor the implementation of the projects from the program within their own region.

The SC comprises equal representation from the Wheatbelt North Regional Road Group (WNRRG) and the Wheatbelt South Regional Road Group (WSRRG). The SC oversees and monitors the distribution of funds as provided for under the Wheatbelt Secondary Freight Network and the delivery of the program.



5 DELEGATIONS AND APPROVALS

The following table provides an overview of the delegations and approval authorities for each relevant stakeholder group associated with WSFN program governance and delivery.

Document	Individual LGs	WSFN Program Management Team	WSFN Technical Committee	WSFN Steering Committee	RRG	42 LGs
Formal Agreement	Commit			Endorse	Approve	Commit
Governance Plan	Commit	Prepare		Endorse	Approve	Receive
Program Delivery Plan	Receive	Prepare		Endorse	Approve	Receive
MCA	Provide Information	Prepare	Recommend	Endorse	Approve	Receive
Technical Documents		Prepare	Recommend	Approve	Receive	Receive
Annual Report	Provide Information	Prepare	Recommend	Endorse	Receive	Receive
Staging Plan	Develop / Commit	Collate / Submit	Recommend	Approve	Receive	Receive
Annual Program Budget	Develop / Commit	Collate / Submit	Recommend	Approve	Receive	Receive
Specific Projects	Develop / Construct	Review / Submit	Recommend	Approve	Receive	Receive



6 COMMONWEALTH GOVERNMENT

The Commonwealth Government has committed to providing funding for the development and delivery of the WSFN program.

The Commonwealth Government will:

- Provide guidance regarding program delivery and funding arrangements for the WSFN program in-line with Commonwealth requirements.
- Note Agreement between the 42 Local Governments of Wheatbelt North & Wheatbelt South Regional Road Groups (RRGs) regarding on-going support for investment in the WSFN and governance arrangements.
- Approve annual program plan through the Project Proposal Report (PPR).
- Provide funding to the Program via Main Roads Western Australia in alignment with agreed milestones.

7 STATE GOVERNMENT

Main Roads Western Australia (MRWA) will represent the State Government in financial arrangements with the Commonwealth Government and provide the link between the Commonwealth Government and the WSFN. MRWA will review the Project Proposal Reports submitted by WSFN prior to submission to the Commonwealth for the approval of the release on committed funding and will provide a reporting link between the Commonwealth and WSFN for monthly progress of the Program.

Commonwealth and State Government funding will be managed through MRWA. MRWA will fulfil the public financial administration role as it does with the Regional Road Groups.

- MRWA to administer Commonwealth and State Government funds.
- Reporting implementation of the WSFN Program will be an additional funding stream within the Wheatbelt North and Wheatbelt South Regional Road Groups.

To enable the release of Commonwealth government funds, a Project Proposal Report (PPR) must be submitted to the Commonwealth Government for approval. The PPR is of similar nature to a business case of the project. In submitting the PPR to the Commonwealth, which will enable approval for the release of Commonwealth funding and payments, MRWA will confirm that the PPR is in accordance with Commonwealth requirements and that the projects have been delivered in accordance with the PPR as amended from time to time.

A key aspect of the approval process of the PPR is for the Program to have an Indigenous Participation Plan (IPP), which is submitted with the PPR for approval. The IPP sets out the indigenous employment and indigenous business expenditure targets for the Program, which flow down to each project within the Program.

8 42 WHEATBELT REGION LOCAL GOVERNMENTS

The 42 Local Governments of the Wheatbelt Region have formalised their commitment to WSFN Program.

WHEATBELT SECONDARY FREIGHT NETWORK GOVERNANCE PLAN – August 2022



They have provided necessary data to be utilised as part of the MCA process and Delivery Plan development by identifying routes and assessing deliverability within the timeframes and parameters of the WSFN Program.

9 WHEATBELT NORTH AND WHEATBELT SOUTH REGIONAL ROAD GROUPS

The WSFN Program will use existing governance structures and decision-making processes within the Wheatbelt North (WN) and Wheatbelt South (WS) Regional Road Groups (RRG).

The RRGs will make decisions in accordance with agreed processes and procedures based upon advice from WSFN Steering Committee and the GP.

Their specific roles and responsibilities will entail:

- WSRRG & WNRRGs to enter into a formal agreement representing all 42 LGs confirming their inclusion in WSFN program.
- Receive SC decisions.
- Approve the WSFN Governance Plan.
- Approve Multi Criteria Assessment as recommended by the SC.
- Receive the Annual Report as presented by the SC.
- Approve the Program Delivery Plan.
- Receive the Annual Program Budget

When approving or endorsing items above, if the RRG's cannot come to an agreed position it will be referred to a mediation group comprising of RDA-W, WALGA and MRWA.

10 WHEATBELT SECONDARY FREIGHT NETWORK STEERING COMMITTEE

The Steering Committee (SC) consist of WNRRG and WSRRG representatives and has oversight of the development and delivery of the Wheatbelt Secondary Freight Network.

The Terms of Reference listed below apply to the role and activities of the SC. The SC oversees and monitors the distribution of funds as provided for under the WSFN and the delivery of the WSFN program. The SC also monitors the expenditure of the overall program and where appropriate, may redistribute funds within the approved program to ensure the timely and best use of available resources.

10.1 Role and Responsibilities

The role of the Steering Committee is to provide strategic advice and direction to the WSFN program and ensure alignment with government and stakeholder requirements.

The SC shall be responsible for:

- Recommending the WSFN program (prioritisation of the nominated routes for the WSFN via MCA process) to the WNRRG and WSRRG for approval.



- On an annual basis, approve delivery projects and allocate project funding against an agreed scope and budget with individual LGA's, based on the approved program.
- Monitoring project delivery, including budget acquittal
- Recommending any variations / changes to the approved program to the WNRRG and WSRRG's for approval.
- Review and recommend the multi-criteria analysis process and basis of design to the WNRRG and WSRRG's for approval.
- Monitoring the delivery and acquittal of funded projects.
- Redistributing funds between projects in the approved program to suit delivery progress/schedules.
- Reviewing individual WSFN procedures.
- Set and be responsible for these procedures covering the administration and functioning of the WSFN.
- Responding with appropriate strategies when funding changes are made by funding providers under the WSFN.
- Providing political representation with Commonwealth and State governments as well as the Wheatbelt LGA's.
- Approval of engagement of Program Director, in conjunction with the Program Host. Engagement of the PD will be undertaken by the Program Host and as such has final approval of the engagement.
- Approval of delegation of authority and assignment of responsibilities of Program Director.
- Conduct annual performance and development reviews of the Program Director's performance of their role in the WSFN.
- Approval of engagement of Program Manager, in conjunction with the Program Host. Engagement of the PD will be undertaken by the Program Host and as such has final approval of the engagement.
- Approval of delegation of authority and assignment of responsibilities of Program Manager.
- Endorse the PPR and IPP for the Program for submission to the Commonwealth (via MRWA).
- Develop and execute a Memorandum of Understanding with the Program Host organisation for the engagement of the Program Management Team (PMT).
- Review of Program risks and risk management strategies as developed, reviewed and documented by the PMT.
- Review of recommendations made by the TC that are disputed by LGA's.

Subject to the endorsement of the WSRRG and WNRRG's and MRWA, the overall program is submitted to the Commonwealth Minister for Transport for approval.



10.2 Management and Administration

10.2.1 Membership

The SC membership shall be made up of the following:

- 8 voting members. 1 elected member from each of the 8 Sub-Regional Road Groups (SSRG's) within the Wheatbelt Region.
- 5 non-voting members
 - WSFN Program Director;
 - delegate from WA Local Government Association (WALGA);
 - delegate from Regional Development Australia – Wheatbelt (RDA-W);
 - delegate from Main Roads Western Australia (MRWA); and
 - delegate from Wheatbelt Development Commission (WDC).

The SRRG elected members are elected to the Steering Committee for a two year term at the first RRG meeting following the LG elections.

The name of the nominated SRRG members must be provided to the PMT as soon as practicable after nominations are determined.

10.2.2 Chairperson

The Chairperson shall be the elected from the nominated SRRG voting members at the first WSFN Steering Committee meeting following the LGA elections. If the Chairperson resigns, a new Chairperson shall be elected at the next SC meeting following the resignation. The Chairperson will be elected for a two year term (or remainder there-of if the elected following resignation of previous Chairperson).

If when the votes cast in the election of the Chairperson are counted there is an equality of votes between 2 or more candidates, the count is to be discontinued and the meeting is to be adjourned for not more than 7 days. Any nominations for position of Chairperson may be withdrawn, and further nominations may be made, before or when the meeting resumes. When the meeting resumes the members are to vote again on the position of Chairperson. Should the Steering Committee still be unable elect a Chairperson, then it will be referred to a mediation group comprising of senior officers appointed by RDA-W, WDA, WALGA and MRWA.

10.2.3 Deputy Chairperson

The Deputy Chairperson shall be the elected from the nominated SRRG members at the first WSFN Steering Committee meeting following the LGA elections. If the Deputy Chairman resigns, a new Deputy Chairperson shall be elected at the next SC meeting following the resignation.

The Deputy Chairperson will be elected for a two year term (or remainder there-of if the elected following resignation of previous Deputy Chairperson).

The Deputy Chairperson shall undertake the duties of the Chairperson in the absence of the Chairperson. If the Deputy Chairperson is unable to undertake the duties of the Chairperson in the absence of the Chairperson, the SC shall elect a member to complete the duties for a defined period.

Should the SC be unable to agree on a nominated Deputy Chairperson the appointment will be held over to the next SC meeting. If at the next SC meeting, the SC are unable to agree on a nominated Deputy Chairperson then it will be referred to a mediation group comprising of senior officers appointed by RDA-W, WDA, WALGA and MRWA.



10.2.4 Administration

The WSFN Program Management Team (PMT) will provide administrative support to the SC.

10.2.5 Observers

The Chairperson may invite to SC meetings other personnel who would assist with matters under SC consideration.

10.2.6 Voting and Decision Making

All voting members are entitled to one vote. Decisions shall be by simple majority. If there is no majority, then the vote shall be suspended, with the SC to reconvene after 7 days to reconsider the matter and revote. If after re-voting there is still no majority, then the Chairperson shall cast an additional vote.

10.2.7 Conflict of Interest

Members making decisions on, or Local Government employees and other persons giving advice to the SC on, WSFN matters have obligations to act honestly and responsibly in carrying out their functions.

Those obligations include the disclosure of financial interests at SC meetings.

Members, Local Government employees and other persons giving advice must also be mindful of their obligation to declare personal interests not considered as financial interests.

Reference should be made to the Government of Western Australia Department of Local Government Operational Guideline 20 – Disclosure of Financial Interest at Meetings and Operational Guideline 1 – Disclosure of Interests Affecting Impartiality for guidance on definitions and disclosure of interests. A copy of the Guidelines is provided in Attachment 3.

Members, Local Government employees and other persons giving advice must declare any actual or perceived conflict of interest in any action, decision or determination being made by the SC before the SC makes an action, decision or determination on the matter.

An employee or person providing advice or a report should ensure that their interests are disclosed at the time they are asked to commence any work toward providing advice or a report, rather than after they have completed work on preparing the advice or report.

If a member discloses a financial or proximity interest in a matter being considered then:

- The disclosure must be recorded in the minutes of the meeting and include the nature and extent of the interest;
- The member with the interest must not discuss or vote on the action, decision or determination and must leave the meeting while the matter is being considered.

If a member discloses an interest affecting impartiality in a matter being considered then:

- The disclosure must be recorded in the minutes of the meeting and include the nature and extent of the interest.

The member may then stay in the room and participate in the debate and votes. Following disclosure of an interest affecting impartiality, the members involvement in the meeting continues as if no interest existed.

10.2.8 Dispute Resolution

If there is a dispute between members of the SC, the parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within 14 days after the



dispute comes to the attention of all the parties.

If the parties are unable to resolve the dispute at the meeting then it will be referred to a mediation group comprising of senior officers appointed by RDA-W, WALGA and MRWA.

10.2.9 Meetings

The Chairperson, through the PMT, will develop an annual meeting timetable. A minimum of four meetings are to be held per year.

Meetings can be attended via electronic means by any or all participants. A quorum will be at least 50% of the number of voting members from each of the WS and WN RRG's.

The PMT will provide the agenda for meetings to the members at least 5 working days prior to the meeting.

The PMT shall record minutes of its meetings and forward a copy to each Committee member, each RRG and each LGA. The draft SC meeting minutes will be forwarded to members each RRG and each LGA within 7 working days after the meeting.

10.2.10 Delegated Representatives

Each Steering Committee member, including the Chairperson, may delegate authority to a nominated person, to attend and otherwise represent the member at SC meetings. These nominations must be presented to the SC.

A nominated person is entitled to attend and otherwise represent the member at SC meetings, but will not assume the roles of Chairperson or Deputy Chairperson held by the member who is not present. The nominated person must be from the SRRG or organisation that the member represents. Delegates for an SRRG elected committee member must also be elected by that SRRG.

10.3 Discretionary Powers

The SC has the authority to adjust budgeted project funding, as appropriate, between projects within the approved WSFN program.

Any decision will be conveyed to the appropriate LGA and Regional Road Group secretariat for dissemination as appropriate.

10.4 Financial Monitoring

At each SC meeting, a financial report is tabled that includes funds expended to date and forecasts - end of financial year expenditures (AFYEs).



11 WHEATBELT SECONDARY FREIGHT NETWORK TECHNICAL COMMITTEE

The Technical Committee (TC) is a technical working group consisting of nominated LGA representatives from both the WS and WN SRRG's, as well as the Program Management Team (PMT) and MRWA.

The role of the Technical Committee is to provide technical support, input and advice to key delivery components of the program.

These Terms of Reference shall apply to the role and responsibilities of the TC.

11.1 Role and Responsibilities

The role of the Technical Committee is to provide technical support, input and advice to key delivery components of the program

The responsibilities of the TC include:

- Recommend the Multi-Criteria assessment process to the SC.
- Review and recommend the Basis of Design to the SC.
- Recommend the prioritisation of the Program routes in accordance with the agreed Multi Criteria Assessment.
- Review 5-year Delivery Plan and recommend to WSFN SC.
- Review the Project Proposal Report (PPR) for the Program for submission to the Commonwealth to enable release of committed funding.
- Review the Indigenous Participation Plan for submission to the Commonwealth for approval.
- Review the project scope, design, and budgets.
- Review and recommend Annual Project Budgets to WSFN SC for endorsement
- Review and recommend project updates to WSFN SC as per the meeting schedule.
- Provide technical advice to the WSFN PMT.
- Review recommendations of any formal requests received from individual Local Governments to WSFN SC.
- Review of risks and risk mitigation strategies
- Review the Governance documents of the WSFN Project as relevant to the WSFN TC and recommend any changes to the WSFN SC for endorsement.

11.2 Management and Administration

11.2.1 Chairperson

The Chairperson of the Technical Committee will be the WSFN Program Director.

In the absence of the PD, the PM will assume the Chairperson of the Technical Committee.

11.2.2 Membership

The TC membership shall be made up of the following:

- 8 members nominated from the SRRG's within the Wheatbelt Region (1 from each SRRG).



- WSFN Program Director.
- WSFN Program Manager.
- Delegate from Main Roads Western Australia.

The SRRG members are nominated to the Technical Committee for a two year term at the first RRG meeting following the LG elections.

The name of the nominated SRRG members must be provided to the PMT as soon as practicable after nominations are determined.

11.2.3 Voting and Decision Making

An SRRG may nominate Consultants or Contractors as their member, but a Consultant or Contractor cannot be a voting member. Only SRRG nominated members that are LGA employees will be voting members. Each voting member has one vote and decisions shall be by simple majority.

If there is no majority, then the matter shall be referred to the SC for consideration.

11.2.4 Conflict of Interest

Members making decisions on, or Local Government employees and other persons giving advice to the TC on, WSFN matters have obligations to act honestly and responsibly in carrying out their functions.

Generally, those obligations include the disclosure of financial interests at TC meetings.

Members, Local Government employees and other persons giving advice must also be mindful of their obligation to deal with personal interests not considered as financial interests.

Reference should be made to the Government of Western Australia Department of Local Government Operational Guideline 20 – Disclosure of Financial Interest at Meetings and operational Guideline 1 – Disclosure of Interests Affecting Impartiality for guidance on definitions and disclosure of interests. A copy of these Guidelines are at Attachment 3.

Members, Local Government employees and other persons giving advice must declare any actual or perceived conflict of interest in any action, decision or determination being made by the TC before the TC makes an action, decision or determination on the matter.

An employee or person providing advice or a report should ensure that their interests are disclosed at the time they are asked to commence any work toward providing advice or a report, rather than after they have completed work on preparing the advice or report.

If a member discloses a financial interest in a matter being considered then:

- The disclosure must be recorded in the minutes of the meeting and include the nature and extent of the interest;
- The member with the interest must not discuss or vote on the action, decision or determination and must leave the meeting while the matter is being considered.

If a member discloses an interest affecting impartiality in a matter being considered then:

- The disclosure must be recorded in the minutes of the meeting and include the nature and extent of the interest.

The member may then stay in the room and participate in the debate and votes. Following disclosure of an interest affecting impartiality, the members involvement in the meeting continues as if no interest existed.



11.2.5 Dispute Resolution

If there is a dispute between members of the TC, the parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within 14 days after the dispute comes to the attention of all the parties.

If the parties are unable to resolve the dispute at the meeting, then the issue shall be brought to the attention of the SC by the TC for resolution.

11.2.6 LG Technical Committee Recommendation Review

If a LGA does not agree with a recommendation made by the TC, the LGA shall engage the TC member from their SRRG to assist representing them at a meeting of the SC to review the disputed recommendation.

At the meeting, an LGA representative will present a reasoning for their disagreement with the recommendation, which includes endorsement by their SRRG member. Following this submission, the SC will then review the recommendation.

11.2.7 Meetings

The PMT, will develop an annual meeting timetable relating to the timetable of the TC.

The TC meetings are to be held at least 2 weeks in advance of the WSFN SC meeting schedule in the following months:

- February – Budget Review
- May – Annual Program Completion Report
- August – Annual and Forward Program Commencement Review
- December – Annual Program Delivery Review

The PMT will provide the agenda for meetings to the members within 5 working days prior to the meeting.

Meetings can be attended via electronic means by any or all participants.

The PMT shall record minutes of TC meetings and forward a copy to each TC member, each RRG and each LGA. The draft TC meeting minutes will be forwarded to members each RRG and each LGA within 7 working days after the meeting.

11.2.8 Delegated Representatives

Each Technical Committee member may delegate authority to a nominated person, to attend and otherwise represent the member. The nominated person must be from the SRRG or organisation that the member represents. Delegates for an SRRG elected committee member must also be elected by that SRRG.

11.2.9 Reporting Structure

The TC shall record minutes of its meeting and provide a copy to each member, the SC and each RRG.

The TC shall make recommendations as required to the SC.

11.2.10 Administration

PMT shall provide administrative support to the TC. The PMT will provide the primary contact for the TC.



12 PROGRAM MANAGEMENT TEAM

The Program Management Team (PMT) is a team consisting of the Program Director (PD), Program Manager (PM) and Executive Officer (EO) as well as other staff as required to undertake the delivery of the WSFN program.

The PMT may also engage specific technical resources as and when is required, within the approved Delegation of Authority.

Key responsibilities for the PMT are as follows:

- Work with individual LGs to:
 - Prepare work programs for future years.
 - Prepare scope for future works to ensure consistency along identified routes.
 - Allocate budgets against agreed scopes.
- Engage consultants as required to deliver the program outcomes.
- Prepare reports on program progress for presentation to the SC (including current year progress, annual progress from previous year and overall progress of program).
- Update prioritisation of the identified routes in accordance with the agreed Multi Criteria Assessment process, and present to the TC for review and recommendation.
- Report on program progress (including financial) and decisions required to the SC.
- Responsibility for the overview of the delivery and budget of the WSFN program, as delegated by the SC.
- Prepare the Project Proposal Report (PPR) for the Program for submission to the Commonwealth to enable release of committed funding.
- Prepare and submit Indigenous Participation Plan to Commonwealth for approval.
- Presentation of progress reports to SC.
- Report on progress of the program to Main Roads on a monthly basis.
- Presentation of recommendations to the SC for endorsement.
- Refine design criteria and develop preliminary standards and designs
- Consolidate existing data to gain an understanding of road user requirements, the physical site, and environmental context and constraints
- Undertake a study of quantified issues and opportunities, for input into route prioritisation.
- Collation and review of existing road condition and traffic data and program scopes.
- Identify priority projects and the proposed scope and timing for staged implementation of planned network
- Refine a route prioritisation MCA tool and conduct analysis of selected routes.
- Develop and maintain a route staging plan.
- Collection of additional, more detailed road condition and traffic data and project scope refinement.
- Site visits including visual inspections would be undertaken to support desktop activities and to inform gap assessment.



- Providing assistance to LGA’s as required for the development of detailed investigation and survey of priority projects. Supporting investigations that may be required which would include feature survey, environmental surveys, traffic surveys, utility services investigations (such as potholing), geotechnical and hydrological investigation.
- Development of “approved” and funded shovel ready projects
- Allocation for specific design or engineering investigations for immediate priority works (environmental, geotechnical, survey, detailed design).

12.1 Program Director

The Program Director (PD) shall lead the Program Management Team, with both the PM and the Executive Officer directly reporting to the PD.

Apart from the Program Manager, the PD is, within their delegation of authority as set out by the SC, responsible for the appointment of any other PMT personnel. The Program Director will oversee the work of the external technical consultants and will be the main contact for communication between the PMT and external consultants.

The Program Director reports directly and primarily to the SC.

The PD will conduct annual performance and development reviews of the Program Manager’s and other staff performance of their role in the WSFN.

The SC will, in conjunction with the Program Host, approve the appointment of the Program Director.

12.2 Program Manager

The Program Manager (PM) is part of the Program Management Team.

The PM undertakes planning and coordination of activities associated with finalising the assessment, prioritisation and delivery of priority projects with relevant LGs.

12.3 Program Management Host

The Program Management Host will be engaged by the SC. It is recommended that the Host engages or employs the Program Director, Program Manager and any other staff.

Specifics regarding the Host contract are to be determined via negotiation between the Host and the SC with a formal Memorandum of Understanding in place. The Host will be paid the costs of hosting from the program budget.

12.4 Individual LGA’s Project Development and Delivery

The following table provides an overview of the key roles required by individual LGA’s with the development and delivery of on-ground works. It outlines how the PMT and LGA’s will work together towards successful project delivery.

Stage	Details
1. Program Delivery Plan	▪ PMT will develop a staging plan for program delivery, based on approved program.



	<ul style="list-style-type: none"> ▪ Relevant LGAs will be informed of their proposed project and indicative budget, scope and year of delivery. ▪ Identification of Funds required for a 4 year program set in advance by project priority lists. ▪ Funding to be limited according to individual LGA ability to deliver works.
2. Project Scoping and Approval	<ul style="list-style-type: none"> ▪ Priority projects will be determined via the MCA process. ▪ Projects will be scoped and a detailed budget developed by individual LGA's in-conjunction with PMT. ▪ Projects prioritisation will be undertaken via an MCA process by the PMT with input from relevant consultants as required and recommended by TC. ▪ PMT will make recommendations to the SC for endorsement. ▪ The SC will then forward endorsed recommendations through to the relevant WN or WS RRG.
3. Detailed Scoping, Design and Budget Development	<ul style="list-style-type: none"> ▪ LGA's will refine detailed budgets and designs (if necessary) for Priority projects in line with the Basis of Design. ▪ Provide final detail budgets and scope to PMT. ▪ LGA's are to include projects in their annual budget for the proposed year. ▪ LGA's to be responsible for all relevant approvals. ▪ PMT to work with LGA's to verify budgets.
4. Delivery	<ul style="list-style-type: none"> ▪ LGA's will be responsible for tendering, project management and delivery of each project in the proposed year. ▪ LGA's to ensure indigenous engagement targets set within the Program IPP are incorporated within each individual project. ▪ PMT to work with LGA's to provide technical assistance and advice during delivery. ▪ Incorporate into annual capital works program. ▪ Works already funded from other sources are not eligible for funding under this program. ▪ Cannot use existing funding sources, other than own sources funds, as co-contribution (ie not RRG or Roads to Recovery or Blackspot or Commodity Route funding sources)

13 FUNDING AND FUNDING ALLOCATION

Both Funding and Funding Allocations will be as per the approved Commonwealth and State funding for the Wheatbelt Secondary Freight Network and the approved



WSFN program.

13.1 Funding Sources

The WSFN has been jointly funded between the Commonwealth, State and Local Governments. The funding split is noted in the table below:

Funding Source	Funding Ratio
Commonwealth	80%
State	13.3%
LGA	6.7%
Total	100%

13.2 Funding Allocations

The revenue determined in section 13.1 above is distributed on the basis of program management costs, project development costs and project delivery costs.

13.3 Funding Acquittal

Main Roads WA (MRWA) will represent the State Government in financial arrangements with the Commonwealth Department of Infrastructure, Transport, Cities and Regional Development and provide the link between the Commonwealth Government and the WSFN. MRWA will review the processes undertaken by RRGs, WSFN and associated LGs and approve when satisfied that these processes have been complied with.

Commonwealth and State Government funding will be managed through MRWA. MRWA will fulfil the public financial administration role as it does with the Regional Road Groups.

- MRWA to administer funds.
- Reporting implementation of the WSFN Program will be an additional funding stream within the Wheatbelt North and Wheatbelt South Regional Road Groups.
- Acquittal and review process for Certificates of Completion and Progress Payments is.
 - Progress Payment Certificate - First 40% (once project is approved).
 - Progress Payment Certificate - Second 40% (once project is commenced).
 - Completion Certificate - Final 20% (once project is completed).

13.4 Under or Over Expenditure

13.4.1 Under Expenditure

If the final cost of a project is less than the approved budget allocation, the Local Government will be paid the actual expenditure (less the one-third contribution) incurred subject to certification of satisfactory completion of the project.

The balance of the approved budget allocation is to be reallocated by the WSFN SC.

If the occasion arises where a Local Government has claimed payments in excess of the final project cost (less the 6.7% contribution) the total unexpended amount must be returned to the WSFN for redistribution.



13.4.2 Over Expenditure

Where a project is completed for more than the budget allocation the respective Local Government shall fund the shortfall.

A Local Government may apply to the WSFN SC to cover a funding shortfall in exceptional circumstances.

13.5 Certificate of Completion (Attachment 4b)

On completion of the project and with the final claim for payment (refer also section 13.9.3), the Local Government shall provide a Certificate of Completion (refer Attachment 4b) to MRWA together with a Project Completion Report supported with photographic evidence. This must include an accurate final cost, including expenditure detail as included in the original funding request. The Chief Executive Officer and the Works Supervisor/Engineer must co-sign this certificate prior to the balance of the funds being released to the Local Government.

13.6 Delays in Program

The WSFN shall monitor expenditure on approved roads projects with Local Governments to ensure funds will be expended and recouped within the financial year in accordance with the budget.

Where a Local Government cannot demonstrate acceptable progress on an approved project before December 31, the SC shall review and consider reallocating funds to the next highest priority project on the WSFN priority list. If the project is delayed and funding is reallocated in the current year, then the project will be placed in the forward program as the next priority project.

Every endeavour must be made to fully deliver the project scope and acquit the funds in the year of allocation. Under exceptional circumstances, extension of time may be considered by the Steering Committee.

A Local Government is to notify the PMT by no later than 30 November of any financial year, of circumstances in which WSFN project funding allocations are likely to remain unspent at the expiration of that financial year. These matters shall be referred to the TC for consideration and determination on the re-allocation of unspent funds for recommendation to the SC.

13.7 Reporting

MRWA, on behalf of WSFN, shall report to the Commonwealth on WSFN budget compared with actual expenditures. This report shall be at the project level and provide reasons for any variations between the approved budget and actual expenditure incurred.

Project status information reports shall be prepared by the relevant LGA and forwarded to the Program Manager who is responsible for co-ordinating all reporting associated with the WSFN to MRWA.

Completion reports are to be certified by the Works Supervisor/Engineer and the Chief Executive Officer of the Local Government and forwarded to the Program Manager.

13.8 Local Government Project Signage Requirements

All projects shall have signs installed as per the approved WSFN sign design.

WHEATBELT SECONDARY FREIGHT NETWORK GOVERNANCE PLAN – August 2022



14 SUMMARY OF KEY DATES

Attachment 1 summarises the timing of procedures undertaken by the RRG's, SC and TC in relation to delivery of the WSFN program.

The RRG's, SC and TC should develop a timetable for meetings to align with the requirements of the procedures shown in Attachment 1.



ATTACHMENT 1 – TIMETABLE

The following timetable sets out a summary of dates relating to these procedures. This timetable allows sufficient time to complete budgetary processes and meeting Treasury requirements.

PROCESS STEP		END DATE
1	LG's to advise PMT of IPP stats and project status during construction and until Certificate of Completion has been submitted	monthly ⁽²⁾
2	WSFN Steering Committee meeting Review progress and potential under-expenditure determine actions	December ⁽²⁾
3	PMT notify SC of any likely carry over.	April ⁽²⁾
4	Local Governments expend all distributions and provide PMT with Certificate of Completion.	July ⁽³⁾
5	PMT provide annual summary of project expenditure to the SC.	July ⁽³⁾

Notes: (1) for Next Financial Year; (2) for Current Financial Year; (3) for Prior Financial Year



Dates Related to the Budget Process

PROCESS SEQUENCE		MONTH
1	LG's to review project scope and budget then submit to PM End of Month PMT to review and update delivery plan/next years budget	September ⁽¹⁾
2	WSFN Technical Committee meeting. Review proposed amendments and make recommendations to SC	December ⁽¹⁾
3	WSFN Steering Committee meeting Review recommendations and direct PTM to make adjustments	December ⁽¹⁾
4	WSFN Steering Committee meeting Review final Draft PPR and submit to RRG for notation	February ⁽¹⁾
5	PMT to submit PPR to Main Roads	February ⁽¹⁾
6	PMT to advise LGA's of approved project allocations so that the LG's can incorporate into their own budgets	February ⁽¹⁾
7	State Budget submitted to the Minister for Transport.	February ⁽¹⁾
8	State Budget approved by Parliament.	March ⁽¹⁾
9	WSFN Steering Committee meeting.	May ⁽¹⁾
10	Updated PPR with approved annual projects submitted to Minister for Transport's for approval.	April ⁽¹⁾
11	WSFN Steering Committee meeting.	August ⁽¹⁾

Notes: (1) for Next Financial Year; (2) for Current Financial Year; (3) for Prior Financial Year



ATTACHMENT 2 – WHEATBELT SECONDARY FREIGHT NETWORK ADMINISTRATIVE PROCEDURES

(to be used as a guide)

Executive Support

The WSFN PMT will provide the executive support and all other administrative, technical support to the SC and TC. The following is an outline of the support to be provided:

- Provide information to RRG's, SC, TC and Local Governments on annual program of works, indicative funding and other financial matters.
- Provide the necessary support to assist Local Governments in programming and prioritising projects.
- Provide minute takers for meetings, distribute the minutes to the RRG members and SC members.
- Provide the necessary administrative duties involved in the follow up of meeting action.

Records

The following will be maintained by the PMT to support the RRG's, SC and TC:

- Correspondence File (which provides background information required to support action of the RRG).
- Meeting and agenda files (to ensure that ready access is available and records of Minutes maintained).
- Annual and Five Year Works Program including amendments.
- Summary of Payments of WSFN Funds to Local Governments.
- Certificates of Completion for WSFN Projects.
- An up to date Plans and Procedures.
- An up to date list of SC and TC membership.

Meetings

Timing and Venue

An annual timetable will be established and meetings should be conducted on a regular basis. The date and venue of meetings to be determined by the RRG's, SC and TC. Consider holding meetings at locations equitable for all participants.

Attachment 2 continued

Meeting Agenda

PMT staff to prepare the agenda in consultation with Chairperson of the SC or TC.

Format:

- Chairperson to open meeting, welcome members and observers and call for apologies.
- Confirmation of Minutes of previous meeting.
- Business arising from previous minutes.
- Presentation of Advisory Committee Minutes since last SC/TC meeting.
- Inwards and Outwards Correspondence
- Reports:
 - Chairperson
 - Submissions from Local Governments
 - Recommendations to SC
 - Summary of payments made to Local Governments (recoups, audit forms).
 - Amendments to Program of Works.
- General Business.
- Future meeting dates.
- Meeting close.

The Agenda provided to each SC/TC member is to include the following:

- Minutes of the previous meeting.
- Summary of financial status and completion of projects.
- Copies of inward and outward correspondence.
- Any other relevant papers, maps etc. to assist the Group.

Correspondence:

In general, correspondence is to be dealt with in the following manner:

- SC/TC correspondence is addressed to the Chairperson.
- All correspondence dealing with WSFN Funding and SC/TC involvement is treated as inwards correspondence at the SC/TC Meetings.
- Urgent matters are referred by email (or facsimile) direct to the Chairperson, or otherwise presented at the SC/TC meeting.

WHEATBELT SECONDARY FREIGHT NETWORK GOVERNANCE PLAN – August 2022



ATTACHMENT 3 – DISCLOSURE OF INTERESTS GUIDELINES

**SHIRE OF
WEST ARTHUR**

**ASSET
MANAGEMENT
PLAN 2023-33**





1 Asset Management Plan

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Author: Ben Symmons - AIM Consultants
Date: 23 February 2024

EXECUTIVE SUMMARY

The Shire of West Arthur is a service providing organisation. Our services are underpinned by many different physical assets. This includes roads, paths, drainage, jetties, buildings, recreation spaces, fleet, equipment and IT.

Ensuring that the Shire meets the service needs of current and future users is important to us. To do this, the Shire takes a long-term management view. This view, and the plans and strategies that the Shire has for its assets, are recorded within this document.

This Asset Management Plan (AMP) is maintained as a live document to ensure that it remains up to date. It integrates with the Shire's Strategic Community Plan so that it is balanced against our long-term vision. It is also structured around the four major service areas of:

-  **TRANSPORT** - assets that support vehicular, pedestrian, cycling, mobility device and marine travel
-  **PROPERTY** - building and land assets
-  **RECREATION** - assets within places such as ovals, parks, gardens etc.
-  **FLEET & IT** - assets such as plant, equipment, vehicles and IT

This AMP considers a future planning view of ten years. The Shire understands that over this time, the way that the community uses our services will change. This means that our assets may also have to change.

In total, the Shire's assets have a combined fair value of \$127million, and a replacement cost in excess of \$223million. These assets collectively depreciate by about \$2.8million each year as they age and wear. The Shire then often replaces assets at the end of their physical lives, so that services can be maintained.

Overall, the Shire's assets appear to be in a good to average condition. However, 12% of inspected assets are recorded as being in either a poor or very poor condition. This may represent a renewal backlog of approximately \$25million, which may not be manageable through the Shire's normal business activities. Improvement actions have been captured within this AMP to consider this position. In addition, there is also scope to improve the robustness of the Shire's recorded asset condition data and capital works programmes.

The Shire strives to ensure that the quality of the four services is provided at the level required by our community, at a cost that it can afford. To further assist in understanding service delivery performance, the Shire is starting to monitor service level indicators. In future versions of the AMP, these indicators will assist the Shire in its decision making.



WHY DOES THE SHIRE PROVIDE ASSETS?

Physical assets exist for the single purpose of facilitating the delivery of services. This includes core services such as governance, transport, recreation and culture, housing and waste management. These services contribute to the Shire being a safe, friendly and welcoming community with a dynamic and expanding local economy.

This document is the Shire’s Asset Management Plan (AMP). It seeks to outline the activities and strategies that will be carried out for the Shire’s transport, property, recreation, fleet, and IT assets, over the next ten financial years (2023/24 to 2032/33).



3 Asset Management Plan

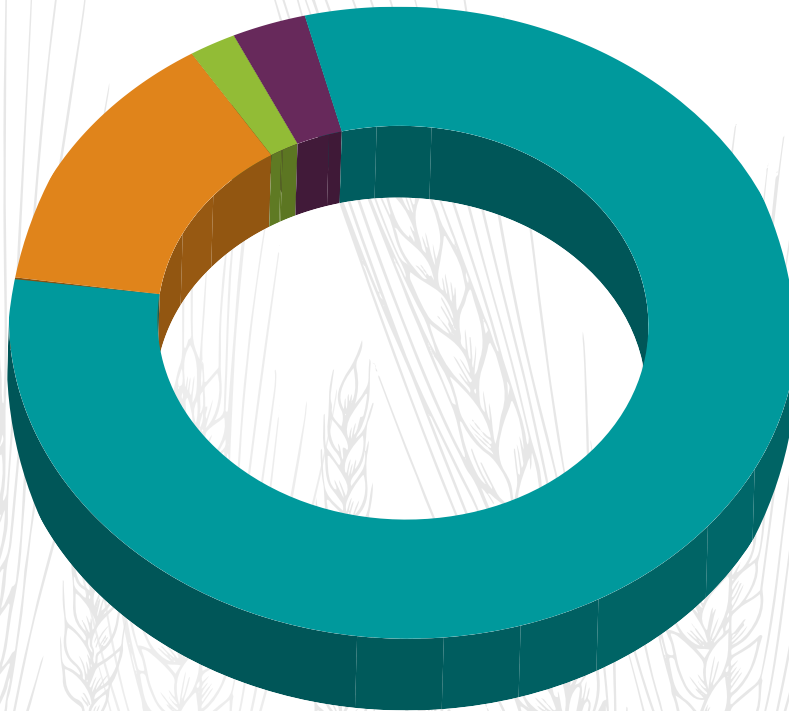
WHAT IS ASSET MANAGEMENT?

The role of Council is to deliver services that help realise the community’s vision for the Shire. This vision is defined within the Shire’s Strategic Community Plan. The various services that are then required to be delivered, often demand the provision of physical assets.

Assets can be challenging to provide, operate, maintain and renew in a sustainable way and with limited financial resources. Good asset management practices seek to take a long-term planning view, that balance the service quality, against the cost to the community.

WHAT IS OUR ASSET PORTFOLIO?

The Shire's assets provide an integrated service with other private, local government and state government controlled infrastructure. The AMP (with asset fair values shown in the diagram) is structured around the four major service areas of:



TRANSPORT
\$103,422,234
 (81%)
 assets that support vehicular, pedestrian, cycling, mobility device and marine travel

PROPERTY
\$17,323,400
 (14%)
 building and land assets

RECREATION
\$2,203,900
 (2%)
 assets within places such as ovals, parks, gardens etc.

FLEET & IT
\$3,607,859
 (3%)
 assets such as plant, equipment, vehicles and IT

WHAT IS IN THE ASSET MANAGEMENT PLAN?

Each of the four service area sections in this AMP are structured the same. They outline:

- What assets we have and what they're worth
- What condition the assets are in
- How confident we are in the accuracy of our asset knowledge
- How well the service is performing
- How we think the service is likely to change in the future
- How much we think the service's assets will cost to operate, maintain, renew, build and buy

In addition, the AMP also records:

- How community demand for our services and assets may have historically changed
- How we plan to manage our assets
- How the Shire assesses its data confidence
- Whether the four services are economically sustainable
- How the Shire will improve its asset management



5 Asset Management Plan

HAS THE DEMAND FOR SERVICES AND ASSETS CHANGED?

Historically our community, economy and environment has changed. In turn, this has required many of the services and assets that the Shire provides to also evolve to meet different needs. Looking backwards, some of the major drivers of service change may have been.



VEHICLE OWNERSHIP

Number of dwellings with vehicles fell from 325 to 290 (2006 to 2021) – Source: ABS Census.



TRAVELLING TO WORK

Number of people travelling for work each day fell slightly from 255 to 241 (2006 to 2021) – Source: ABS Census.



TRAVEL MODES

78% of all trips to work are as a car driver (2021), up from 64% (2006) – Source: ABS Census.



POPULATION

Fell from 856 to 772 people (2006 to 2021) – Source: ABS Census.



DEMOGRAPHICS

Median age rose from 39 to 50 (2006 to 2021) – Source: ABS Census.



TOURISM

Number of visitors to the ‘golden outback’ region (which the Shire is within) rose from 2.2m to 2.3m (2019 to 2023) – Source: Tourism WA



ANNUAL RAINFALL

Fell from ~600mm to ~500mm per annum (1899 to 2021) – Source: BOM.



ANNUAL TEMPERATURE

Rose from a mean maximum of ~31.2C to ~31.4C (1913 to 2021) – Source: BOM

By looking forward, while being mindful of the past, this AMP identifies what the most likely drivers of future change will be. To meet the challenges that will arise from service change, the Shire has identified mitigation actions that will be carried out. These are recorded within each respective service area.

HOW DOES THE SHIRE MANAGE ITS ASSETS?

All our assets have a lifecycle, though the length can vary significantly. For example, we replace our fleet assets more often than our buildings. Despite this, their lifecycles tend to commence with the identification of the need for an asset, and ends with its decommissioning (e.g. disposal, demolition etc.). A key goal is to try to provide and manage these assets sustainably. This means that the Shire aims to renew assets at suitable times, when funding is available, to keep costs down and limit our risk exposure.

We manage our assets through three distinct stages. The Shire's approach to each stage is as follows:

7

Asset Management Plan

OPERATION AND MAINTENANCE WORKS

Ideally, our assets are operated and maintained by employing planned strategies, that seek to keep reactive maintenance to low levels. We do this through regular inspection/monitoring, and through some planned operation and maintenance schedules. For example, this includes patching, pothole filling, painting, servicing, cleaning, repairing etc. Each planned task occurs at defined periods and is specific to asset types, their relevant importance and risk profile. However, there is scope to improve the breadth and robustness of the schedules. This is an improvement action within the AMP.

RENEWAL WORKS

The need for assets to be renewed can be triggered by several different drivers. This includes:

PHYSICAL CONDITION - Assets are periodically inspected to determine their physical condition. Using this information, the Shire then predicts assets' potential year of renewal. Staff then consider these assets to determine the final timing, scope and budget of any future renewal project.

AGE AND/OR USAGE - The renewal of some assets (e.g. Fleet & IT) is driven through the establishment of optimal replacement triggers such as age and/or usage. These typically strive to balance cost, safety, reliability and functionality.

STRATEGY - Other Shire strategies can also trigger renewal works. For example, this can include the Strategic Community Plan, Corporate Business Plan, disability access and inclusion initiatives and the availability of external funding.

UPGRADE & NEW WORKS

The need for new and/or upgraded assets (e.g. to meet a service deficiency) is identified from a number of potential sources. This could include the Shire's Strategic Community Plan, Corporate Business Plan and Disability Access and Inclusion Plan. Each potential project is investigated and considered by Shire staff and where valid, often prioritised against similar projects. Approved projects are then listed on to the AMP works programme.

HOW DOES THE SHIRE ASSESS ITS DATA CONFIDENCE?

Although the Shire records asset data for inventory, condition and value, it is important to understand how confident it is of the accuracy. This then determines the confidence that we can put in the outcomes that result (e.g. works programmes and valuations). It also allows the Shire to target where data improvements are required. The Shire assesses its confidence in asset data using the following grading scale.



CONFIDENCE GRADE	ACCURACY	CONFIDENCE GRADE GENERAL MEANING
Highly Reliable	± 2%	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment.
Reliable	± 10%	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	± 25%	Data based on sound records, procedures, investigations and analysis which are incomplete or unsupported, or extrapolation from a limited sample for which highly reliable or reliable grade data is available.
Very Uncertain	± 40%	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.
Unknown	Nil	None or very little data held.

Source: IPWEA International Infrastructure Management Manual

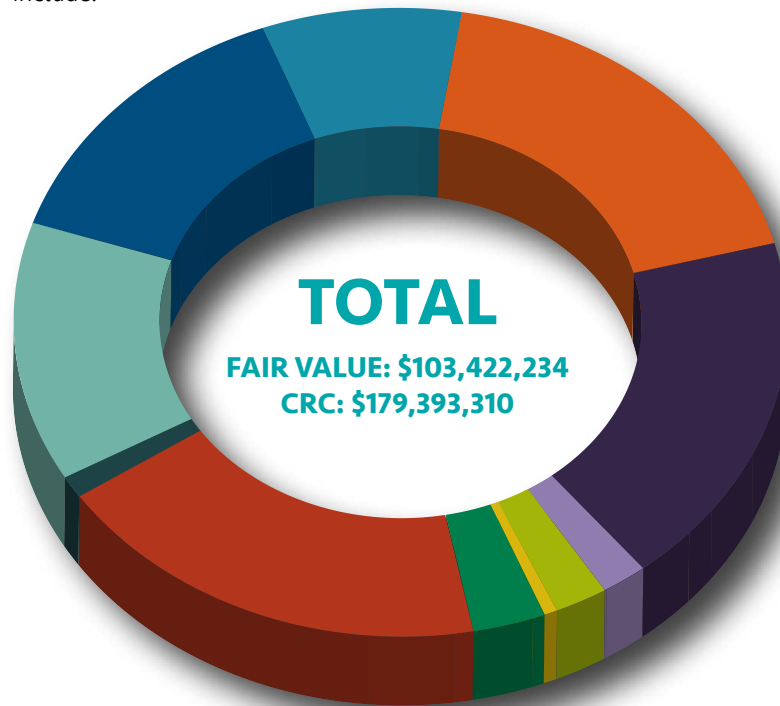
ABOUT THE TRANSPORT SERVICE



9 Asset Management Plan

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

Our Transport network is the largest asset group both in size and value. The individual asset classes that make up this network include:



The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.



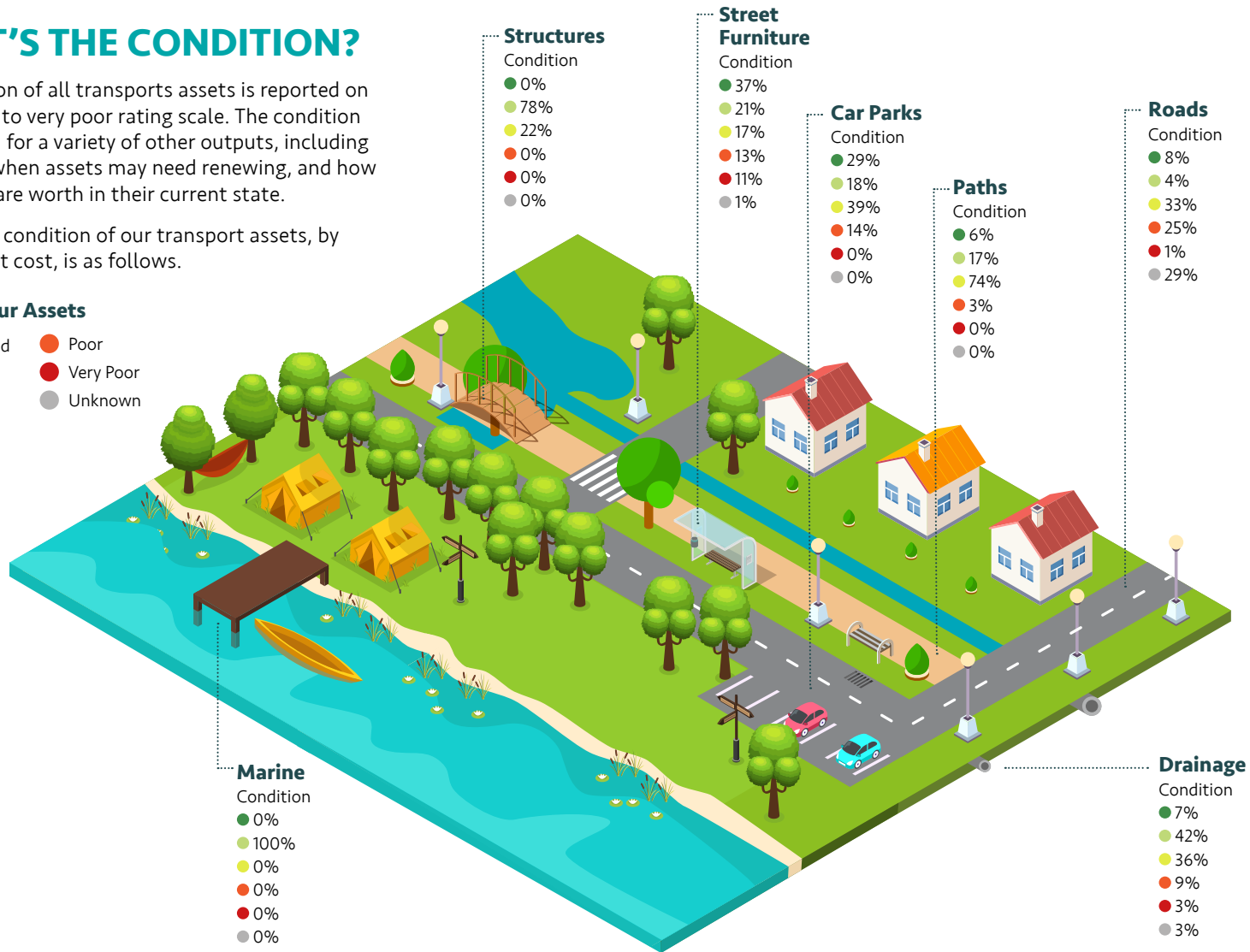
WHAT'S THE CONDITION?

The condition of all transports assets is reported on a very good to very poor rating scale. The condition data is used for a variety of other outputs, including predicting when assets may need renewing, and how much they are worth in their current state.

The current condition of our transport assets, by replacement cost, is as follows.

State of our Assets

- Very Good
- Good
- Average
- Poor
- Very Poor
- Unknown



HOW CONFIDENT ARE WE?

The Shire's current confidence in its transport asset data is:

ASSET CLASS	INVENTORY	CONDITION	VALUATION
 CAR PARKS	 Highly Reliable	 Highly Reliable	 Highly Reliable
 DRAINAGE	 Uncertain	 Very Uncertain	 Uncertain
 PATHS	 Highly Reliable	 Highly Reliable	 Highly Reliable
 ROADS	 Reliable	 Uncertain	 Uncertain
 STREET FURNITURE	 Reliable	 Reliable	 Reliable
 STRUCTURES	 Highly Reliable	 Highly Reliable	 Reliable
 MARINE	 Highly Reliable	 Uncertain	 Highly Reliable

HOW IS THE SERVICE PERFORMING?

The Shire needs to ensure that the service performance delivered by our transport assets meets the needs of users. However, the quality of these services can be varied, and in turn these can influence overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the transport service at a level that the community desires and is willing to pay.



SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its transport service. These have been developed through consideration of strategic and customer inputs.

STRATEGIC INPUTS

The Strategic Community Plan (SCP) was reviewed to identify any drivers that may directly relate to the transport service. This showed that the following strategic priorities are of high importance. Service levels have then been selected for these, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP	Outcome 3.1 – Maintain and improve our key natural assets - Maintain and develop our trails for use by locals and visitors (Collie to Darkan Rail trail, Nangip Creek walk trail, Hillman walk trail, Duranillin to Bowelling Rail trail)	Satisfaction (visitors)
SCP	Outcome 4.1 – Our road network is well maintained - Regularly review and update our long term road construction and maintenance program	Condition
SCP	Outcome 4.1 – Our road network is well maintained - Enhance road safety strategies for road users	Safety
SCP	Outcome 4.2 – Our built infrastructure is well maintained, attractive and inviting - Our townscapes are attractive and well developed with consideration for current and future usage	Aesthetics
DAIP	Outcome 2 - People with disability have the same opportunities as other people to access the buildings and other facilities of the Shire of West Arthur.	Accessibility (Car Parking)

CUSTOMER INPUTS

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). In December 2022, Shire staff considered who the major stakeholders are of its transport service. Six were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.

Analysis of stakeholders' service needs determined that the following attribute was most frequently required. This has been used with the Strategic Input KPIs as the basis for the AMP's transport service levels.

- Safety (6 occurrences)



SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its transport service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	DAIP	Percentage of survey respondents that are at least satisfied with the provision of ACROD parking lots.	Not determined	Unknown
Aesthetics	SCP	Percentage of survey respondents that are at least satisfied with Town streetscapes' aesthetic appeal.	Not determined	Unknown
Condition	SCP	Percentage of transport assets, by current replacement cost, at or above a condition rating of average.	Not determined	69%
Safety	SCP & Stakeholders	Percentage of survey respondents that are at least satisfied with transport network safety.	Not determined	Unknown
Satisfaction (Visitors)	SCP	Percentage of surveyed visitors that are at least satisfied with the quality of Shire trails.	Not determined	Unknown

HOW IS THE SERVICE CHANGING?

Transport continues to evolve, driven by factors such as fuel types, technology, automation, demographics and even social pastimes. Looking forward over the life of this Plan, the Shire considers the following drivers to most likely affect the demand for transport services.

FUTURE CHANGE DRIVERS



AN INCREASING COST TO OPERATE, MAINTAIN, RENEW AND CONSTRUCT TRANSPORT INFRASTRUCTURE



THE AVAILABILITY OF, AND ABILITY TO ACCESS, EXTERNAL SOURCES OF FUNDING TO SUSTAIN TRANSPORT ASSETS



ATTRACTING, RETAINING AND TRAINING SUITABLE STAFF TO MANAGE THE TRANSPORT NETWORK

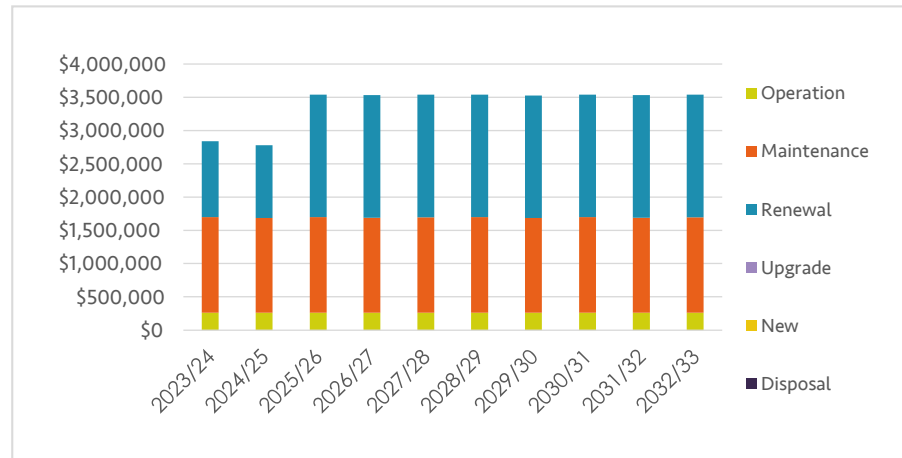
CHANGE MITIGATION

To meet the challenges that will arise from service change, the Shire plans to:

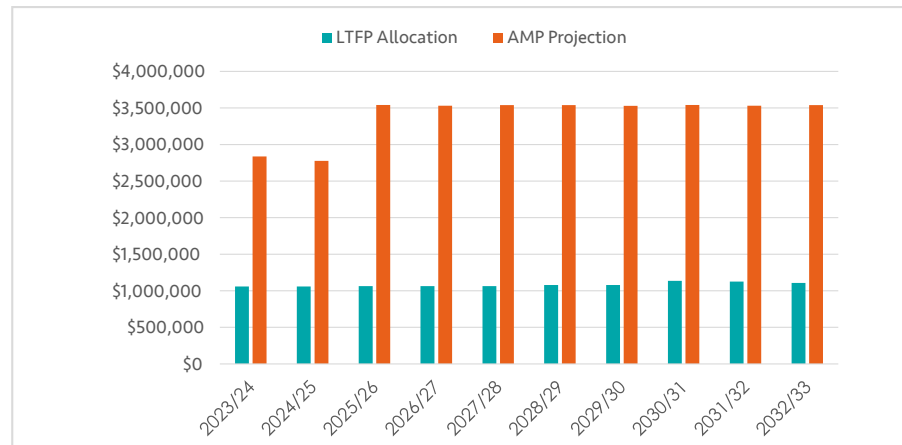
- Continue to improve its asset management practices (e.g. planned maintenance schedules)
- Maintain appropriate asset data (e.g. road imagery, traffic data) so that grants (i.e. Disaster Recovery Funding Arrangements (DRFAWA)) can be accessed when required
- Improve its capital works programme, so that projects are ready for grant opportunities
- Continue to engage with State and Federal Government to access revenue streams
- Continue to implement the Workforce Management Plan

WHAT WILL THE SERVICE COST?

The transport network represents a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme used by this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Transport Service Cost



Projected Transport Service Cost vs Available Funding



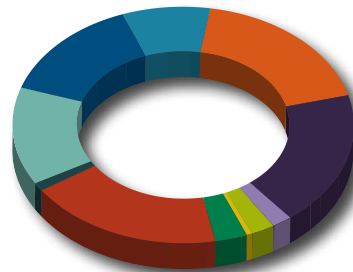
**ABOUT THE
PROPERTY
SERVICE**



WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

While our property asset portfolio is not our largest asset class in terms of size and value, it is the most complex in terms of the range of services that it underpins. The different property types that make up the Shire's portfolio are as follows.

The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.



TOTAL: 110
FAIR VALUE: \$17,323,400
CRC: \$33,872,400

AMENITIES
 QUANTITY: 10
 FAIR VALUE: \$411,700
 TOTAL CRC: \$882,500
 CRC PERCENTAGE: 3%

COMMUNITY
 QUANTITY: 8
 FAIR VALUE: \$2,371,400
 TOTAL CRC: \$6,328,500
 CRC PERCENTAGE: 19%

EMERGENCY SERVICES
 QUANTITY: 4
 FAIR VALUE: \$202,500
 TOTAL CRC: \$365,500
 CRC PERCENTAGE: 1%

HEALTH
 QUANTITY: 1
 FAIR VALUE: \$2,916,500
 TOTAL CRC: \$4,520,000
 CRC PERCENTAGE: 13%

HERITAGE
 QUANTITY: 15
 FAIR VALUE: \$2,320,200
 TOTAL CRC: \$4,910,300
 CRC PERCENTAGE: 15%

OPERATIONAL
 QUANTITY: 11
 FAIR VALUE: \$1,224,200
 TOTAL CRC: \$2,740,500
 CRC PERCENTAGE: 8%

RECREATION
 QUANTITY: 9
 FAIR VALUE: \$4,097,700
 TOTAL CRC: \$6,257,100
 CRC PERCENTAGE: 19%

RESIDENTIAL
 QUANTITY: 13
 FAIR VALUE: \$2,212,000
 TOTAL CRC: \$6,110,000
 CRC PERCENTAGE: 18%

TOURISM
 QUANTITY: 6
 FAIR VALUE: \$651,000
 TOTAL CRC: \$786,000
 CRC PERCENTAGE: 2%

LAND PARCELS
 QUANTITY: 28
 FAIR VALUE: \$846,000
 TOTAL CRC: \$846,000
 CRC PERCENTAGE: 2%

ANCILLARY ASSETS
 QUANTITY: 5
 FAIR VALUE: \$70,200
 TOTAL CRC: \$126,000
 CRC PERCENTAGE: <1%

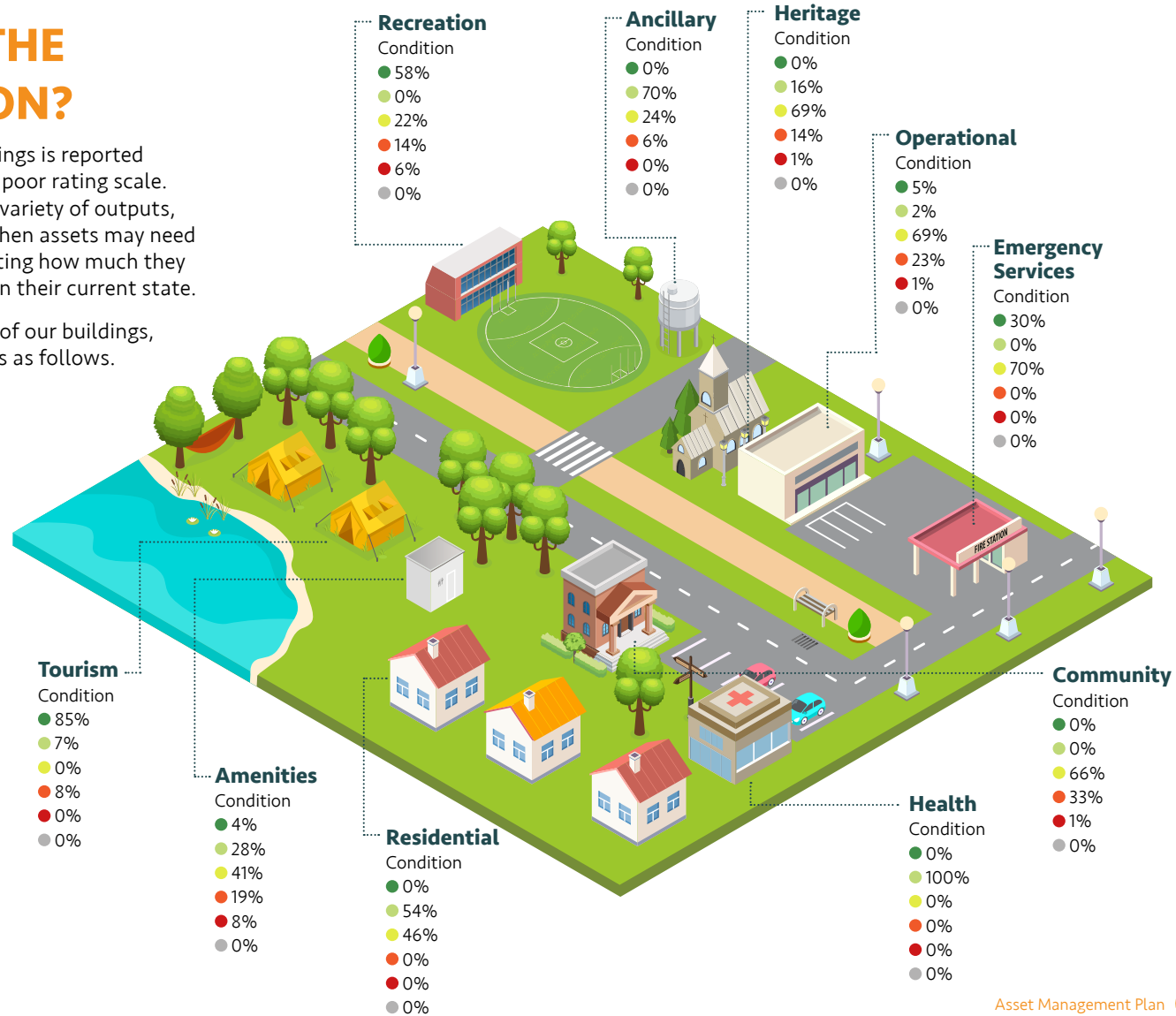
WHAT'S THE CONDITION?

The condition of buildings is reported on a very good to very poor rating scale. This data is used for a variety of outputs, including predicting when assets may need renewing, and calculating how much they are worth (fair value) in their current state.

The current condition of our buildings, by replacement cost, is as follows.












State of our Assets

- Very Good
- Good
- Average
- Poor
- Very Poor
- Unknown



HOW CONFIDENT ARE WE?

The Shire's current confidence in its property asset data is:

PROPERTY TYPE	INVENTORY	CONDITION	VALUATION	PROPERTY TYPE	INVENTORY	CONDITION	VALUATION
 AMENITIES	Highly Reliable	Reliable	Highly Reliable	 RECREATION	Highly Reliable	Reliable	Highly Reliable
 COMMUNITY	Highly Reliable	Reliable	Highly Reliable	 RESIDENTIAL	Highly Reliable	Reliable	Highly Reliable
 EMERGENCY SERVICES	Highly Reliable	Reliable	Highly Reliable	 TOURISM	Highly Reliable	Reliable	Highly Reliable
 HEALTH	Highly Reliable	Reliable	Highly Reliable	 LAND PARCELS	Highly Reliable	Reliable	Highly Reliable
 HERITAGE	Highly Reliable	Reliable	Highly Reliable	 ANCILLARY ASSETS	Highly Reliable	Reliable	Highly Reliable
 OPERATIONAL	Highly Reliable	Reliable	Highly Reliable				

HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our property assets meets the needs of users. However, the quality of these services can be varied, and in turn this influences overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the property service at a level that the community desires and is willing to pay.

SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its property service. These have been developed through consideration of strategic and customer inputs.

STRATEGIC INPUTS

The Strategic Community Plan (SCP) was reviewed to identify any drivers that may directly relate to the property service. This showed that the following strategic priorities are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP	Outcome 1.1 - A safe place to work, live and visit - Support for the provision of emergency services and volunteers	Fit for purpose
SCP	Outcome 1.2 - Support available for people of all ages and abilities - Maintain and support the growth of medical facilities, childcare and aged services in the district	
SCP	Outcome 1.3 - A unique identity and a strong connection to our past - Maintain and preserve our cultural and heritage assets	Condition
SCP	Outcome 4.2 - Our built infrastructure is well maintained, attractive and inviting - Community facilities are continually reviewed and upgraded as required through asset management plans	
SCP	Outcome 4.3 - Our cultural heritage is preserved and promoted - Maintain the integrity of our heritage buildings	
DAIP	Outcome 2 - People with disability have the same opportunities as other people to access the buildings and other facilities of the Shire of West Arthur.	Accessibility

CUSTOMER INPUTS

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During December 2022, Shire staff considered who the major stakeholders are of its property service. Seven were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.

Analysis of stakeholders' service needs determined that the following attributes were most frequently required.

- Availability (5 occurrences)
- Condition (6 occurrences)



SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its property service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	DAIP	Percentage of buildings that comply with Disability and Discrimination Act requirements.	Not determined	Unknown
Availability	Stakeholders	Percentage of survey respondents who are at least satisfied with the availability of public Shire.	Not determined	Unknown
Fit for purpose	SCP	Percentage of survey respondents who believe that buildings are fit for purpose.	Not determined	Unknown
Condition	SCP & Stakeholders	Percentage of building components, by current replacement cost, at or above a condition rating of average.	Not determined	85%

HOW IS THE SERVICE CHANGING?

With a diverse portfolio, and a long history, many of our buildings no longer support the services they were initially designed for. Looking forward, our buildings will need to continue to adapt as our community and environment also changes.

FUTURE CHANGE DRIVERS

Over the life of this Plan, the Shire considers the following drivers to most likely affect the demand for property services.



AN INCREASING COST TO OPERATE, MAINTAIN, RENEW AND CONSTRUCT BUILDING INFRASTRUCTURE



THE AVAILABILITY OF, AND ABILITY TO ACCESS, EXTERNAL SOURCES OF FUNDING TO SUSTAIN BUILDING ASSETS



THE AVAILABILITY OF EXTERNAL TRADES / SERVICE PROVIDERS TO PERFORM WORKS ON BUILDING ASSETS

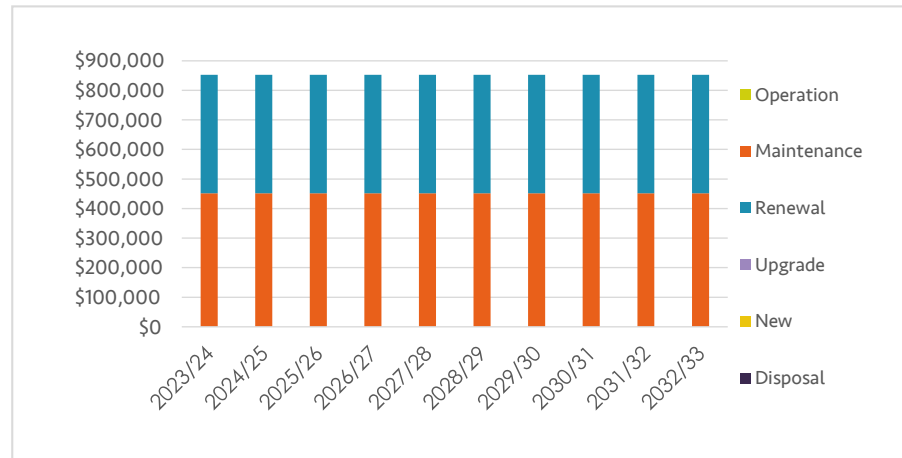
CHANGE MITIGATION

To meet the challenges that may arise from service change, the Shire plans to:

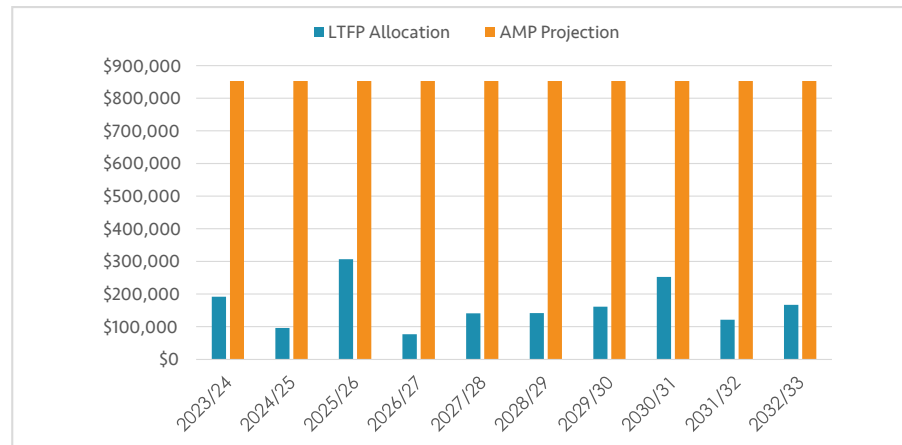
- Continue to develop the AMP, to accurately understand the long-term financial needs of the property portfolio
- Improve its capital works programme so that future projects can be aligned with the availability of external suppliers/trades, and/or so that works can be packaged up
- Identifying buildings that are not fit for purpose and/or poorly utilised and considering them for upgrade or disposal
- Work with state and federal government agencies, to ensure that external funding remains available and sufficient, to fund property asset works.

WHAT WILL THE SERVICE COST?

Properties represent a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Property Service Cost



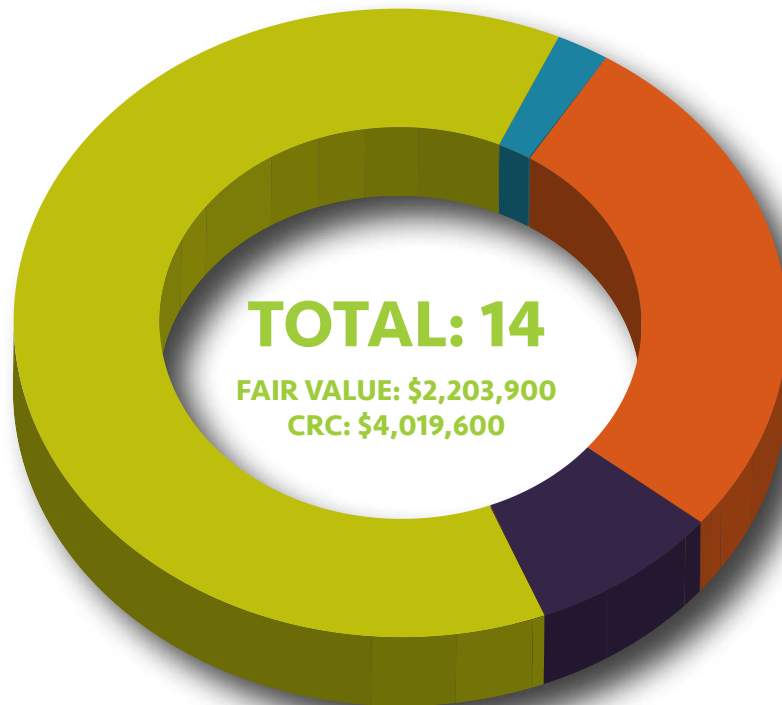
Projected Property Service Cost vs Available Funding



27 Asset Management Plan

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

While the Shire’s recreation places have a relatively small value when compared to other service assets, they are extremely important to the community. The different recreation place types that make up the Shire’s portfolio are as follows.



The Current Replacement Costs (CRC) are how much the assets are worth ‘as new’. The Fair Values are how much they are worth in their current physical state.



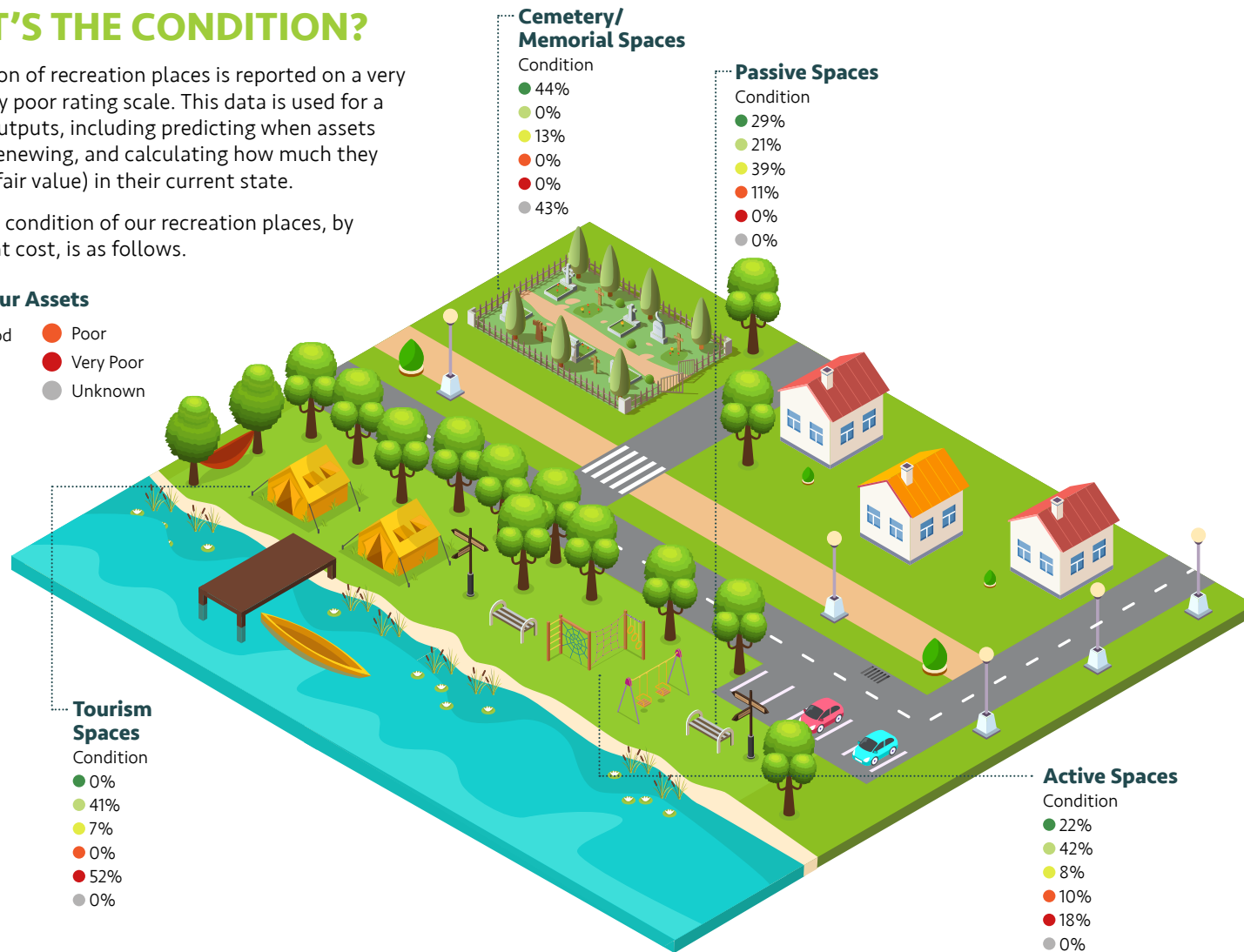
WHAT'S THE CONDITION?

The condition of recreation places is reported on a very good to very poor rating scale. This data is used for a variety of outputs, including predicting when assets may need renewing, and calculating how much they are worth (fair value) in their current state.

The current condition of our recreation places, by replacement cost, is as follows.





State of our Assets

- Very Good
- Poor
- Good
- Very Poor
- Average
- Unknown



HOW CONFIDENT ARE WE?

The Shire's current confidence in its recreation asset data is:

ASSET CLASS	INVENTORY	CONDITION	VALUATION
 ACTIVE SPACES	● Reliable	● Reliable	● Reliable
 CEMETERY/ MEMORIAL SPACES	● Reliable	● Reliable	● Reliable
 PASSIVE SPACES	● Reliable	● Reliable	● Reliable
 TOURISM SPACES	● Reliable	● Reliable	● Reliable



HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our recreation assets meets the needs of users. However, the quality of these services can be varied, and in turn this influences overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the recreation service at a level that the community desires and is willing to pay.



SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its recreation service. These have been developed through consideration of strategic and customer inputs.

STRATEGIC INPUTS

The Strategic Community Plan (SCP) has been reviewed to identify any drivers that may directly relate to the recreation service. This showed that the following strategic priorities are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP	Outcome 2.2 – A growing, diverse business community - Maintain and enhance our existing assets to encourage visitation	Satisfaction (visitors)
SCP	Outcome 3.1 – Maintain and improve our key natural assets - Maintain Lake Towerrinning as our premier, iconic natural asset	
SCP	Outcome 4.2 – Our built infrastructure is well maintained, attractive and inviting - Our parks and gardens are well maintained and attractive	Aesthetics
DAIP	Outcome 2 - People with disability have the same opportunities as other people to access the buildings and other facilities of the Shire of West Arthur.	Accessibility

CUSTOMER INPUTS

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During December 2022, Shire staff considered who the major stakeholders are of its recreation service. Three were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.

Analysis of stakeholders' service needs determined that the following attribute was most frequently required.

- Aesthetics (2 occurrences)
- Condition (2 occurrences)
- Safety (2 occurrences)



SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its recreation service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	DAIP	Percentage of recreation places that comply with Disability and Discrimination Act requirements.	Not determined	Unknown
Aesthetics	SCP & stakeholders	Percentage of survey respondents at least satisfied with the recreation spaces' aesthetic appeal.	Not determined	Unknown
Condition	Stakeholders	Percentage of recreation assets, by current replacement cost, at or above a condition rating of average.	Not determined	75%
Safety	Stakeholders	Percentage of users that feel as though Shire recreation places are safe to use.	Not determined	Unknown
Satisfaction	SCP	Percentage of visitors to tourist focussed places, that are at least satisfied with their visit.	Not determined	Unknown

HOW IS THE SERVICE CHANGING?

Recreation services often underpin our community fabric, and enables people to come together. However, the breadth of recreation choices is likely to have never been so large. This presents many challenges when trying to provide the right assets and services for the community's needs.

FUTURE CHANGE DRIVERS

Over the life of this Plan, the Shire considers the following drivers to likely affect the demand for recreation services.



DEMOGRAPHIC CHANGE



DECLINING LEVEL OF RECREATION PARTICIPATION



AVAILABILITY OF WATER RESOURCES

CHANGE MITIGATION

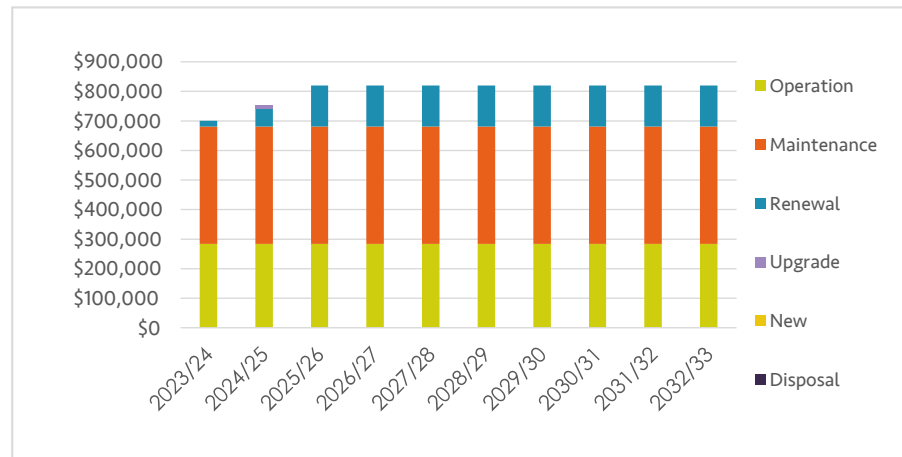
To meet the challenges that will arise from service change, the Shire plans to:

- Engage with the community to understand what its future recreation service needs are likely to be, as the median age continues to increase, and participation rates fall.
- Seek to construct additional tanks and dams, and explore other opportunities for harvesting and reclaiming water.

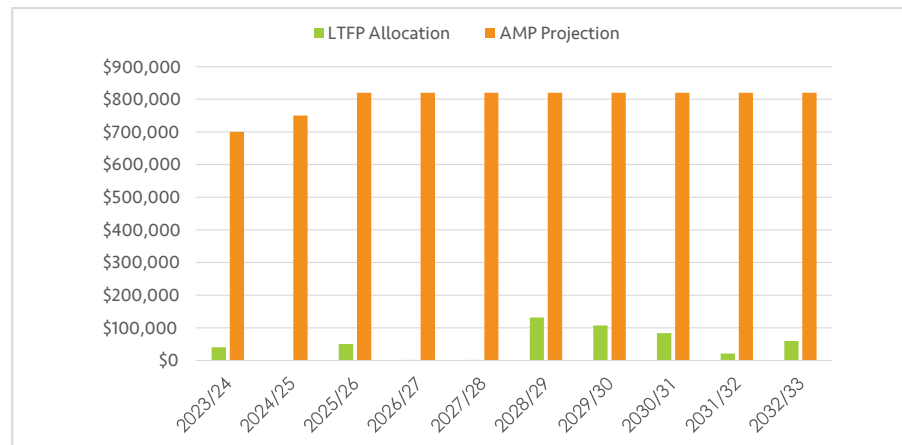


WHAT WILL THE SERVICE COST?

Recreation places represent a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Recreation Service Cost



Projected Recreation Service Cost vs Available Funding


ABOUT THE FLEET, EQUIPMENT & IT SERVICE



WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

The Shire’s fleet, equipment & IT asset portfolio is crucial in enabling many of our operational day to day tasks to be completed. The different asset types that make up the portfolio are:





**FURNITURE,
EQUIPMENT & IT**

QUANTITY: 16
FAIR VALUE: \$24,216
CRC PERCENTAGE: 1%









PLANT & VEHICLES

QUANTITY: 56
FAIR VALUE: \$3,583,643
CRC PERCENTAGE: 99%

HOW CONFIDENT ARE WE?

The Shire records inventory and valuation data for its fleet, equipment, and IT assets. The Shire’s current confidence in its data is:

ASSET TYPE	INVENTORY	VALUATION
 FURNITURE, EQUIPMENT & IT	 Reliable	 Reliable
 PLANT & VEHICLES	 Reliable	 Reliable

HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our fleet, equipment & IT assets meets the needs of users. However, the quality of these services can be varied, and in turn this influences overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the recreation service at a level that the community desires and is willing to pay.

SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its fleet, equipment & IT services. These have been developed through consideration of strategic and customer inputs.

STRATEGIC INPUTS

The SCP has been reviewed in order to identify any strategies that may directly relate to fleet, equipment & IT services. This showed that the following strategic priority is of high importance. A service level have then been selected for this outcome, so that its performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP	Outcome 1.1 - A safe place to work, live and visit - Support for the provision of emergency services and volunteers	Fit for purpose (emergency services)

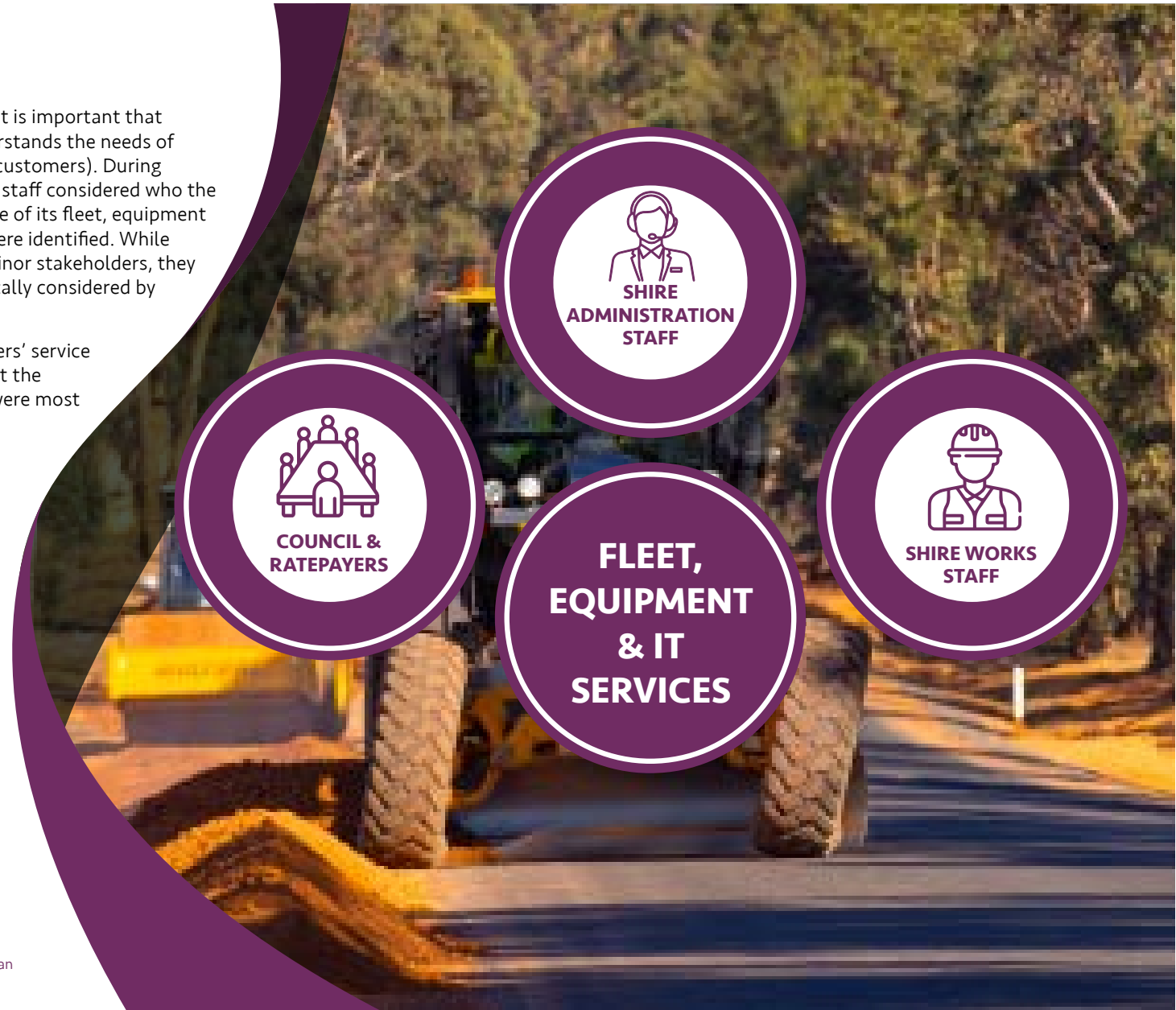


CUSTOMER INPUTS

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During December 2022, Shire staff considered who the major stakeholders are of its fleet, equipment & IT services. Three were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.

Analysis of stakeholders' service needs determined that the following attributes were most frequently required.

- Condition (2 occurrences)
- Financial Value (2 occurrences)
- Reliability (2 occurrences)



SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its fleet, equipment & IT service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Condition	Stakeholders	Percentage of survey respondents who are at least satisfied with the condition of fleet, equipment & IT assets.	To be determined	Unknown
Financial Value	Stakeholders	Percentage of monitored fleet, equipment & IT assets beyond their target cost/usage ratio.	To be determined	Unknown
Fit for Purpose	SCP	Percentage of emergency service survey respondents who are at least satisfied that the fleet and equipment assets they use, are fit for purpose.	To be determined	Unknown
Reliability	Stakeholders	Percentage of survey respondents who are at least satisfied with the reliability of fleet, equipment & IT assets.	To be determined	Unknown

HOW IS THE SERVICE CHANGING?

While our fleet and IT assets are predominantly used by Shire staff, they are vital tools to enable broader services, such as transport, property and recreation, to be delivered. However, these tools are evolving rapidly within an environment where technology sophistication seems to regularly change the way we work.

FUTURE CHANGE DRIVERS

Looking forward, over the life of this Plan, the Shire considers the following drivers to likely affect the demand for fleet & IT services.



CHANGING FUEL AND ENERGY TYPES AND COST



TECHNOLOGY CHANGE



FINANCIAL SUSTAINABILITY

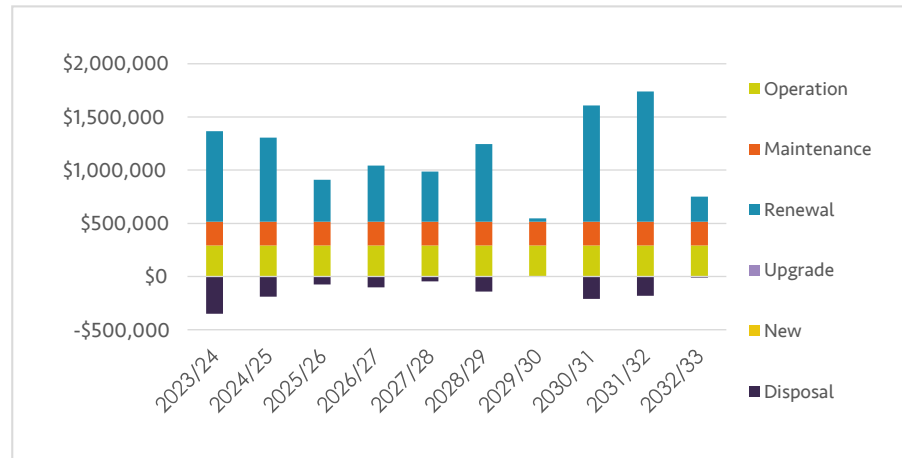
CHANGE MITIGATION

To meet the challenges that will arise from service change, the Shire plans to:

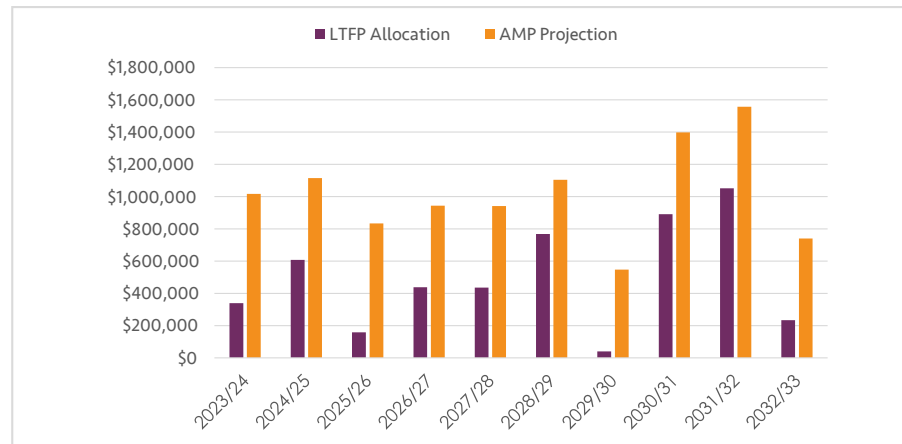
- Keep abreast of technology and fuel/energy changes and incorporate into the fleet when appropriate.
- Continue to maintain and improve the AMP works programme for fleet, equipment and IT asset to ensure its financial sustainability.
- Monitor the financial value achieved from the fleet through the respective service level metric.

WHAT WILL THE SERVICE COST?

To ensure that we can continue to sustainably provide the services, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the services will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Fleet, Equipment & IT Service Cost



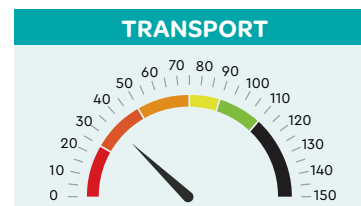
Projected Fleet, Equipment & IT Service Cost vs Available Funding.

ARE THE SERVICES ECONOMICALLY SUSTAINABLE?

The Shire monitors the economic sustainability of the AMP through three financial ratios. They measure the past, present and future ability to renew assets when required.

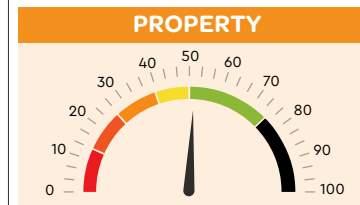
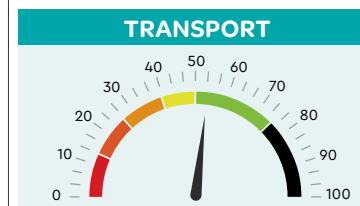
PAST - SUSTAINABILITY RATIO (ASR)

This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset base is wearing out. The standard is met if the ratio can be measured and is 90% (or 0.90). The standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10). The ratio is not required for fleet, equipment and IT assets.



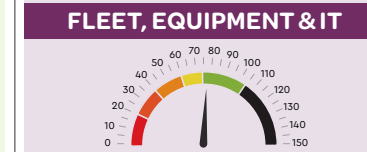
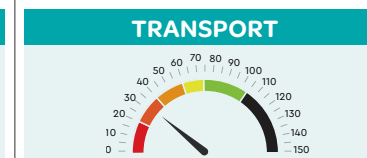
PRESENT - CONSUMPTION RATIO

This ratio seeks to highlight the aged condition of a local government's physical assets by comparing their depreciated replacement cost (worth in current state) to their replacement cost (worth in as new state). The standard is met if the ratio can be measured and is 50% or greater (0.50 or >). The standard is improving if the ratio is between 60% and 75% (0.60 and 0.75). The ratio is not required for fleet, equipment and IT assets.



FUTURE - RENEWAL FUNDING RATIO

This ratio is a measure of the ability of a local government to fund its projected asset renewal/replacements in the future. The standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95). The standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05), and the sustainability ratio falls within the range 90% to 110%, and consumption ratio falls within the range 50% to 75%. Fleet, equipment and IT assets have been included in this ratio.



HOW WILL THE SHIRE IMPROVE ITS ASSET MANAGEMENT?

Where possible, and appropriate, the Shire is committed to improving its asset management practices. The following actions have been identified by this AMP for future implementation.



SERVICE AREA	TASK
ALL	Monitor the performance of the AMP's service levels.
	Further develop the Shire's planned operation, maintenance and capital works programmes.
TRANSPORT	Assess the condition of road pavements where it is currently unknown.
	Review the condition of all road assets to determine a strategy to address the backlog in renewal works.
	Improve the confidence levels in drainage asset data to reliable or better.
	Improve the confidence level in marine asset condition data to reliable or better.
	Continue to refine the annual and 5-year planned bridge maintenance programme.
PROPERTY	Consider implementing a cyclical building condition inspection and reporting process.
	Review the condition of building assets to determine a strategy to address the backlog in renewal works.
RECREATION	Review the condition of all recreation assets to determine a strategy to address the backlog in renewal works.

FURTHER READING

The following documents support this AMP.

- Shire of West Arthur – Strategic Community Plan
- Shire of West Arthur – Asset Management Policy
- Shire of West Arthur – Long Term Financial Plan
- Shire of West Arthur – AMP Works Programme 2023-2033
- Shire of West Arthur – Disability Access and Inclusion Plan 2022-2027



ACKNOWLEDGEMENTS

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Shire of West Arthur
**Long Term Financial
Report**
2023/2024 – 2032/2033



Forest to Wheatbelt

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EXECUTIVE SUMMARY

The Shire of West Arthur's Long Term Financial Plan (LTFP) is an important part of Council's Integrated Planning process. The LTFP is aligned with Council's Strategic Community Plan and Corporate Business Plan and will form the basis for the preparation of Council's annual budgets. The Long Term Financial Plan covers a 10 year planning period, from 2023-24 to 2032-33 and therefore cannot be set in concrete. The Plan includes the modelling of three scenarios based on a range of assumptions and assesses the Council's revenue capacity against community demands and service levels.

Three scenarios have been modelled:

- (a) Base Case Scenario
- (b) Best Case Scenario
- (c) Worst Case Scenario

Projections contained in the schedules attached to this Plan reveal that over the next 10 years the Shire will require revenue from rates to grow at an estimated to average 6.0% per annum over the life of the Plan.

In adopting such a strategy, the Shire will achieve a greater degree of financial independence with the ability to achieve balanced budgets, continue to improve performance ratios towards the minimum benchmark requirements of the Department of Local Government and Communities, and begin to address infrastructure asset funding gaps in the latter years of the Plan.

STRATEGIC OVERVIEW

Purpose of the Plan

The Shire of West Arthur's Long Term Financial Plan is an important part of Council's strategic planning process. The Plan is aligned to the Council's Strategic Community Plan and the Corporate Business Plan and will form the basis for the preparation of the Council's Annual Budget.

The Strategic Community Plan details the community's long term aspirations; however, they can only be achieved if sufficient resources like, money, people and assets are allocated. The Long Term Financial Plan (LTFP) costs the community's aspirations against the financial realities.

The LTFP covers a 10 year planning period, from 2023-2024 to 2032-2033; and is a long term planning tool. It allows for the modelling of various scenarios based on a range of assumptions and assesses the Council's revenue capacity against community demands and service levels. Years 1 to 4 of the Long Term Financial Plan link to the Shires Corporate Business Plan, giving some certainty to those projects and services to be delivered within that 4 year time frame. The modelling outside the CBP 4-year time frame do not represent a binding commitment to raise any of the funds identified, or undertake any of the expenditure identified, nor is it an authorisation for any of the projects considered.

The Plan does-

- ⇒ Link to various plans, such as the Strategic Community Plan, Corporate Business Plan, Asset Management Plan, Workforce Plan and Annual Budget.
- ⇒ Assess the financial sustainability of the Shire; and
- ⇒ Identify potential financial issues and their long-term impact.

Legislative Obligations

The Shire of West Arthur is required, under Section 5.56 of the *Local Government Act 1995*, to plan for the future of its district. In doing so, the Shire needs to comply with Regulation 19DA of the *Local Government (Financial Management) Regulations 1996*, which states-

- (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 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.

Strategic Alignment

Strategic Community Plan

The Shire of West Arthur's Strategic Community Plan (SCP) is a Council visionary document for the next 10 plus years, based on community input. The Long Term Financial Plan activates the SCP priorities.

Corporate Business Plan

The Long Term Financial Plan informs the Corporate Business Plan (CBP) to activate the SCP priorities.

Strategic Financial Direction

The Shire of West Arthur, in developing the LTFP, and in undertaking subsequent annual reviews, will develop and align the LTFP to the following-

- ⇒ Borrowing Strategy
- ⇒ Rating Strategy
- ⇒ Asset Management Plans
- ⇒ Workforce Plan
- ⇒ Cash Reserve Strategy
- ⇒ Revenue Raising Strategy
- ⇒ Capital Works Program
- ⇒ Range and level of services
- ⇒ Business plans and other studies developed in relation to specific projects.

THE SHIRE IN PROFILE

Our Area

The Shire covers an area of 2,580 square kilometres. Townsites and locations include Darkan, Duranillin, Arthur River, Moodiarrup, Bowelling and Bokal. Within the Shire there are numerous facilities, including swimming pool, community gym, bowling greens, tennis courts, basketball/netball courts, grassed sports oval, and golf course.

Our Economy

The local economy is primarily mixed agricultural farming with a highly efficient livestock, cropping and meat production industry, and timber and forestry industry. There is a sound small commercial industry base, including general store, hotel, roadhouse, Elders branch, Darkan Agri (Nutrien) store, hair salon, two engineering businesses, mechanical services, post office and gift store, as well as a variety of contractors. The area has a series of natural tourist attractions, is part of the Astrotourism WA network, and provides a unique lifestyle choice.

Our People

The estimated residential population for the Shire of West Arthur is 799¹, with many of them living within the town of Darkan. They are well supported with high quality facilities including school, sporting clubs, swimming pool, and other community services.

Western Australia Tomorrow Population Report No. 11² contains the latest population forecasts by age and sex, for Western Australia and its regions. They represent the official Western Australian Government forecasts to 2031. The WA Tomorrow forecast comprises five bands: Band A – low, Band B – medium-low, Band C – median, Band D – medium-high, and Band E – high.

The report estimates the following population forecasts:

Year	Band A	Band B	Band C	Band D	Band E
2021	510	695	790	855	1,090
2026	425	655	770	855	1,135
2031	400	625	735	825	1,110

The population over the next 10 years is estimated to decrease utilising Band C forecasts.

Our Environment

Our natural assets are valued and need to meet the needs of the community. The community expects us to maintain and improve our key natural assets, ensure our water resources are well defined and used sustainably, ensure our natural biodiversity is valued and maintained, and ensure that waste is minimised and environmentally sustainable practices are employed.

Our Key Drivers

The following key drivers been identified from the Strategic Community Plan and considered within this Plan.

- ⇒ Our community is safe, friendly, and inclusive.
- ⇒ Agricultural industry is stable, sustainable and support by a dynamic and growing business sector.
- ⇒ Natural assets are valued and managed to meet the needs of the community.

¹ Estimated Resident Population, ABS, 10 November 2023, [West Arthur | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#)

² Western Australia Tomorrow Population Report No. 11, Department of Planning, Lands and Heritage, August 2019

- ⇒ Roads and town facilities are maintained and reflect our rural identity and heritage.
- ⇒ Inspirational, dynamic leaders providing transparent governance.

STATISTICAL SNAPSHOT

STATISTIC DESCRIPTION ³	ITEM
Distance from Perth	204 kms
Area	2,850 km ²
Length of Sealed Roads	208 kms
Length of Unsealed Roads	652 kms
Population	799
Number of Electors	582
Number of Dwellings	504
Total Rates Levied	\$1,727,022
Total Revenue	\$4,493,894
Number of Employees	25

³ Source – WALGA Local Government Directory 2021

OUR SERVICES

The type and range of services to be provided by the Shire are detailed below.

Current Services

The tables below detail the current services provided by the Shire based on its 2022/23 budget. Each service has been classified utilising the following legend.

SERVICE FREQUENCY (SF)		SERVICE DELIVERY (SD)		CHARGING ARRANGEMENTS (CA)	
A	Ad-hoc	FO	Fully Outsourced	U	Fee for Service – Fully recouped
D	Daily	PO	Partially Outsourced	UP	Fee for Service – Partially recouped
W	Weekly	LG	Local Government	S	Subsidised Service – government funded
FN	Fortnightly	V	Volunteers	F	Free at point of use - funded from general revenue
M	Monthly			N/A	Not Applicable
Q	Quarterly				
S	Seasonal				
B	Biannual				
Y	Yearly				

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Members of Council	Administration and operation of facilities and services to members of council. Includes fees, expenses and allowances paid to elected and committee members, election costs, insurance, subscriptions, conference expenses, council chamber expenses, members' entertainment, support staff (orderly, secretarial, receptionists etc.), printing, telephones, faxes, delivery expenses.	D	LG	N/A	223,142	185,179	37,963	0	(0)	(0)
	-0									
	Also includes the allocation of administration expenses for the Chief Executive Officer and staff in preparation, administration and attendance at meetings and assisting elected members and other committees of Council.				223,142					
Other Governance	Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services. Including civic receptions, refreshments (receptions), naturalisation (citizenship) ceremonies, polls,	D	LG/PO	N/A	399,785 -9,000	329,237	70,548	0	(0)	(500)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	<p>referendums, public relations (newsletters, sister city relationships etc.), Freedom of Information requests and preparation for State visits.</p> <p>Research, development and preparation of policy documents, development of local laws, strategic planning, principal activity plans, annual budgets, annual financial reports, audit fees and the annual report.</p> <p>The allocation of expenses made to this program, such as meetings, public relations or staff should not include those identified with specific programs or business units.</p>				399,285					
Rates	Rates levied under Division 6 of Part 6 of the Local Government Act 1995. Revenue from a general rate, differential rates, minimum rates, interest and fees on instalment arrangements, interest on arrears, government subsidy for rates deferred by entitled pensioners, less discounts and/or concessions relating to	D	LG/PO	U	108,730 -1,910,223	90,280	18,450	0	(1,910,223)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	rates levied. Expenditures incurred in administration and maintaining rate records, rating valuations, servicing notices, postage, stationery, advertising, doubtful debt expense, debt collection, printing, indirect administration costs etc. Specified area rates, service charges, sewerage rates and water rates are to be allocated to the service program for which the charge is being levied.				-1,801,493					
	Amounts receivable from the Western Australian Grants Commission and any other Government Grant of a general	D	LG/PO	UP/S	9,787 -225,521	8,864	923	0	(90,521)	(135,000)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Other General Purpose Funding	purpose nature and generally referred to as untied grants. The funds allocated by the Grants Commission and referred to as general purpose funding and local roads funding are considered untied grants. Grants for special projects from the Commission are considered tied grants and should be disclosed under the appropriate program i.e. Transport. Interest earnings from deposits and investments, including reserve accounts. General overdraft expenses on the Municipal Fund. Where overdraft arrangements are made for specific purposes, the cost incurred with that purpose is to be allocated to the appropriate program. Interest expenses on borrowing are to be allocated to the program for which purposes the loans were raised. Repayments of interest by community groups or self-supporting loans are to be treated as revenue in the corresponding program.				-215,734					

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	Interest expenses on borrowing are to be allocated to the program for which purposes the loans were raised. Repayments of interest by community groups or self-supporting loans are to be treated as revenue in the corresponding program.									
Fire Prevention	Administration and operations on fire prevention services, including volunteer fire brigades, FESA levy, outlays on roadside clearing operations (slashing, clearing, mowing verges, standpipes, insurance) and other protective burning. Revenues include the sale of local laws, maps, materials relating to fire prevention, fines and penalties imposed under relevant Acts and fines, fees, or charges for clearing fire breaks.	A	LG/V	UP/S	189,989 -53,493 136,496	102,487	9,840	77,662	(0)	(53,493)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
ESL Bushfire Brigade	Administration and operations on fire prevention services, including volunteer fire brigades, generally recorded under Fire Prevention.	A	LG/V	UP/S	0 -0 0	0	0	0	(0)	(0)
Animal Control	Administration, enforcement and operations relating to the control of animals. Include costs of impounding, destroying and disposal of stray animals. Revenues include dog registration fees, fines and penalties relating to straying dogs, cats, cattle and other livestock and impounding and destruction fees.	A	LG	UP/F	25,804 -2,200 23,604	22,114	3,690	0	(2,200)	(0)
Other Law, Order & Public Safety	Administration, promotion, support and operation of services relating to public order and safety that cannot be assigned to one of the two preceding sub-programs.	A	LG	UP/S	16,495 -13,498	12,005	4,490	0	(0)	(13,498)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	Includes outlays on beach inspectors, lifesaving (including clubhouses) and beach patrols, contributions to State and Voluntary emergency services (civil defence, civil emergency, cyclone preparation, emergency services), the control of off-road vehicles, traffic control by rangers, enforcement of council local laws and impounding vehicles. Where the cost of enforcement of Council local laws cannot be assigned to a specific program those costs should be included under this program. The removal of derelict/abandoned vehicles and dead animals are assigned to the Protection of the Environment.				2,997					
Emergency Management SES	Administration, promotion, support and operation of services relating to public order and safety, generally recorded under Other Law, Order & Public Safety.	A	LG	UP/S	0 -0	0	0	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
					0					
Preventative Services – Health Administration and Inspection	Administration, inspection and operations of programs concerned with the general health of the community. Includes the costs and revenues derived from the inspection of eating houses, alfresco dining, lodging and boarding houses, itinerant food vendors, stall holders, offensive trade etc. Also includes providing the services of a Medical Officer of Health, group and regional health schemes and any other outlays concerned with the general health inspection and administration services provided by the council.	FN	FO	UP/F	13,916 -700 13,216	12,255	1,661	0	(700)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Preventative Services – Pest Control	Administration and operations for programs concerned with the eradication of noxious insects and vermin such as mosquitoes, flies, rodent etc.	A	LG	F	9,521 -0 9,521	9,521	0	0	(0)	(0)
Other Health	Administration and operation of medical and dental clinics including contributions, subsidies, donations etc. provision of medical services such as doctors, dentists nursing services, Royal Flying Doctors Service, ambulance services, and hospitals. Subsidies and donations to the Silver Chain, Red Cross, various research appeals such as Huntington’s Disease, Heart, Cancer and Arthritis Foundations, etc.	D	FO	F	98,409 -6,384 92,025	55,208	1,538	41,663	(6,384)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Other Education	Outlays on other than pre-primary school institutions and services. Including improvements to school grounds, school bus services, student hostels, awards, prizes, scholarships, adult education programs, migrant education services, junior council training, tele-centres, education support programs and associations linked to education such as parents and citizens associations.	A	PO/LG	U	9,206 -0 9,206	8,837	369	0	(500)	(0)
Care of Families and Children	Administration, inspection, support and operation of programs concerned with providing facilities to serve dependent parents and young children, parent and baby centres, childcare centres, crèches and play centres at which little or no schooling is provided. Also, emergency housekeeping services, out of school childcare centres and associations, the operation of home help services for families and children and donations,	A	PO/LG	UP/F	4,944 -500 4,444	3,837	1,107	0	(500)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	subsidies, contributions etc. made to centres and associations of welfare services for families and children.									
Aged and Disabled					48,483 -15,000 33,483	40,488	7,995	0	(15,000)	(0)
Welfare					10,772 -5,000 5,772	9,573	1,199	0	(0)	(5,000)
Staff Housing	Administration and operation of residential housing for council staff. The net costs of these facilities should be assigned to the	D	LG/PO	UP	0 -0	0	0	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	program for which the employee is engaged e.g. environmental health officer's residence to Health.				0					
Other Housing	Administration, provision and operation of housing programs other than those for the benefit of council staff. These include housing for aged persons, unemployed youth, aboriginal housing schemes, Homeswest schemes, government and semi government employees.	N/A	N/A	N/A	101,098 -91,245 9,853	78,536	3,137	19,425	(91,245)	(0)
Sanitation – Household	Administration and operation of general refuse collection and disposal services. These include the collection of general, recyclable and green waste, the delivery to a disposal site or transfer station, provision and maintenance of rubbish disposal sites, regional schemes, recycling depots and transfer stations.	D/W	LG/PO	UP/F	165,788 -33,715 132,073	152,468	11,070	2,250	(33,715)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Sanitation - Other	Administration and operation of industrial, commercial and other waste, and collection of street litter bins.	W	LG/PO	UP	29,805 -16,285 13,520	21,025	246	8,534	(16,285)	(0)
Sewerage	The operation of services and facilities for the collection, treatment and disposal of sewerage. Includes the maintenance of deep mains, reticulation, pumps etc., effluent and sullage drainage disposal systems, water treatment systems, septic tank cleaning and inspection and night soil disposal (pan removal). Revenues include sewerage rates, inspection fees, septic tank installation and cleaning fees.	D	LG/PO	UP/F	0 -0 0	0	0	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Urban Stormwater Drainage	Administration, inspection and operation of urban stormwater drainage systems including the lining or barrelling of creeks and the provision of open or deep drainage systems and other assistance for the development, expansion or operation of such systems. Excludes the construction of drains associated with roadworks (Transport) and flood mitigation works (Protection of the Environment or Rural Services).	A	LG/PO	F	0 -0 0	0	0	0	(0)	(0)
Protection of Environment	Administration, inspection and operation of flood mitigation works, beach and riverbank restoration, foreshore protection, removal of dead animals, derelict and abandoned vehicles. Includes the development, monitoring and operation of pollution and noise control, soil erosion, contributions etc., to the Swan River Conservation Board and other	A	LG	UP	16,870 -0	16,197	673	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	waterway management authorities. Exclude the cost of destroying animals and the cost of impounding vehicles (Law, Order and Public Safety). Cleaning and maintenance of beaches and foreshore areas is to be shown under 'Recreation and Culture'.				16,870					
Town Planning and Regional Development	Administration, inspection and operation of town planning and regional development services. These include planning control, the preparation of town planning development schemes, zoning and rezoning. Includes costs associated with the purchase and resumption of land for public open space, community facilities etc. for the expansion or development of this program. Excludes outlays on town planning development schemes wherein the owners of land within the particular schemes are responsible on a contributory	W	FO	UP	51,483 -1,500 49,983	43,488	7,995	0	(1,500)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	basis for the land development costs incurred by Council in the scheme area.									
Other Community Amenities	The provision, supervision and operation of community amenities that cannot be assigned to one of the preceding groups. Includes outlays on public conveniences, statues, pedestrian shopping malls, drinking fountains, cemeteries, crematoriums, rest centres, bus shelters, street seats and other street furniture. Where these facilities are provided in association with another program, e.g. public toilets on recreation grounds, they should be classified under 'Recreation and Culture'.	D	LG/PO	UP	75,885 -2,000 73,885	67,485	3,260	5,140	(2,000)	(0)
Public Halls, Civic Centres	Administration, provision and operation of multipurpose venues such as public halls, town halls, function rooms, civic and community centres, including scout halls,	D	LG/PO	UP/F	81,141 -4,200	45,156	1,230	34,755	(200)	(4,000)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	Masonic lodges, CWA halls etc. Exclude municipal offices, indoor sporting complexes, art galleries, nurseries, pre-school centres, senior citizen centres.				76,941					
Swimming Areas & Beaches	Administration and operation of public swimming pools and other recreational swimming areas, including beaches, lakes and foreshore areas. Exclude lifesaving, beach patrols and beach inspectors, which are classified under 'Law, Order and Public Safety'.	S	LG/PO	UP/S	361,580 -293,175 68,405	341,007	7,380	13,193	(9,000)	(284,175)
Other Recreation & Sport	Administration, provision and maintenance of other recreational facilities and services. Including indoor & outdoor sporting complexes and facilities such as football & cricket grounds, tennis courts, basketball & netball courts, bowling greens, golf links, squash courts and other recreational areas such as parks and gardens, ovals,	D	LG/PO	UP/F	403,444 -426,969	252,161	10,228	141,055	(24,600)	(402,369)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	playgrounds, barbecue areas, cycleways, dual use paths, showgrounds, race courses, stables etc. Include boat ramps, jetties, wharves, ferries, marinas predominantly used for recreational purposes. Also include recreation programs, recreation officers, donations, subsidies, contributions etc. to swimming clubs, Scout and Girl Guides Associations, Youth Organisations whose activities are predominantly of a sport and recreational nature.				-23,525					
TV & Radio Rebroadcasting	Administration, support, provision and operation of facilities to receive and re-broadcast radio and television signals in a district or a defined portion of a district.	A	LG/PO	UP/S	0 -0 0	0	0	0	(0)	(0)
Libraries	Administration, provision and operation of regional and local libraries, lending & reference libraries open to the public & the operation of mobile libraries. Includes	D	LG	F	17,676 -0	17,491	185	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	books, tapes, records, audio-visual aids, internet & other facilities and services in delivering library services.				17,676					
Other Culture	The administration, provision and operation of cultural activities including facilities and services for the creative and performing arts like theatres, auditoriums, the staging of concerts, stage productions and orchestral recitals. Other Culture also includes art and craft centres, art galleries, zoological and botanical gardens, presentation of festivals, anniversary, centenary and Christmas celebrations, exhibition pavilions, etc.	D	LG	S/F	94,633 -1,550 93,083	70,013	16,440	8,180	(50)	(1,500)
Streets, Roads, Bridges, Depots	Administration, regulation and operation relating to the provision of streets, roads and bridges under the control of the local government and the Commissioner of Main Roads. Includes roads and bridges as well as corresponding drainage works, kerbing, road verges, roundabouts, median	D	LG/PO	S/F	2,566,590 -851,527	1,062,099	20,078	1,484,413	(0)	(851,527)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	strips, footpaths, private streets, crossovers and approaches, overpasses, underpasses, road signs and names, street crossings, line marking, street lighting, street trees and street cleaning.				1,715,063					
Aerodromes	Administration, provision and operation of airports, runways, terminals and other facilities associated with the provision of aerodromes.	D	LG/PO	S/F	0 -0 0	0	0	0	(0)	(0)
Purchase Road Plant					24,094 -20,676 3,418	22,556	1,538	0	(20,676)	(0)
Traffic Control (Vehicle Licensing)	Operations relating to the licensing or regulating of traffic under the control of the local government. Includes vehicle registration, vehicle examination expenses and examination facilities. Commissions	D	LG	U	99,930 -0 99,930	75,883	24,047	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	received for the issue of licences should be assigned to Private Works under 'Other Property and Services'.									
Rural Services	Agricultural drainage schemes, flood mitigation and the eradication of fruit fly, noxious weeds, (pest plants) and vermin control in rural areas.	A	LG/PO	F	7,776 -0 7,776	7,284	492	0	(0)	(0)
Tourism and Area Promotion	The development, promotion, support, research, operation, etc. of tourism and area promotion to attract tourists, promotion to attract tourist development such as brochures, contributions to tourist promotion schemes. Include tourist bureaus, information offices, information bays, roadside bays, scenic lookouts, caravan parks, chalets and camping areas.	D	LG/PO	UP/F	143,849 -95,000 48,849	114,794	10,455	18,600	(95,000)	(0)
Building Control	Administration, inspection and operations concerned with application of the building	D	FO	U/F	18,856 -500	16,396	2,460	0	(500)	0

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	standards. Includes examination, processing and inspection services, swimming pool inspections.				18,356					
Plant Nursery	The provision and operation of a plant nursery used to raise plants for sale or use in the community and the local government's operations.	A	LG	F	0 -0 0	0	0	0	(0)	(0)
Saleyards & Markets					1,652 -0 1,652	223	0	1,429	(0)	(0)
Economic Development	The provision of economic development activities that cannot be assigned to one of the preceding sub-programs. Includes	D	LG	F	74,000 -0	64,775	9,225	0	(0)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	public weighbridges, quarries, gravel pits, and community bus services.				74,000					
Public Utility Services					34,236 -9,600 24,636	31,494	1,846	896	(9,600)	(0)
Private Works	Administration, inspection, and operation of work carried out on property or services not under the care, control and management of the local government. These include road works on private property, commissions for agencies and fees or service. Where revenues are received from the provision of professional services incidental to the program responsibilities of the local government, then those revenues should be matched	D	LG	UP	58,678 -13,300 45,378	46,378	12,300	0	(13,300)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
	with expenses of that program and not private works.									
Administration Overheads					0 -0 0	330,541	(361,057)	30,516	(0)	(0)
Public Works Overheads	Overhead expenditure necessarily incurred as the result of the use of direct labour shall be apportioned to the cost of the appropriate works and services. As far as practicable the calculated proportion of 'overhead' or 'on-cost' expenditure should be such as to absorb the total expenditure. The amount allocated to works and services should be shown in the sub-program as a reduction of the expenditure on 'Public Works Overheads'.	D	LG	N/A	13,000 -13,000 0	(61,623)	56,395	18,228	(13,000)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Plant Operation Costs	Expenditure necessarily incurred in the maintenance and operation of plant includes fuel, oil, tyres, insurance and registration, repairs, replacement parts and tools, direct labour of mechanics and plant operators. The hire rates fixed by council should, as far as practicable, absorb the total expenditure of plant running costs and usage.	D	LG	N/A	32,000 -32,000 0	(280,117)	615	311,502	(32,000)	(0)
Salaries & Wages	The total of salaries and wages incurred during the year is recorded under this sub-Program and allocated over the various works and services to which it relates.	D	LG	N/A	0 -0 0	0	0	0	(0)	(0)
Business Unit					1,000 -600 400	1,000	0	0	(600)	(0)

SERVICE	DESCRIPTION (The description heading is general in nature and does not represent the actual services provided by the local government).	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Unclassified	Outlays that cannot be assigned to one of the preceding programs and sub-programs. These will include sale of miscellaneous land, assistance to victims of droughts, floods and bushfires and programs such as unemployment schemes, apprenticeship and training which cannot be assigned to another program.	D	LG	N/A	0 -0 0	0	0	0	(0)	(0)
TOTAL					1,504,186	3,426,595	11	2,217,441	(2,388,799)	(1,751,062)

Note: Revenue figures stated above have been adjusted to exclude non-operating grants, subsidies & contributions.

Expenditure stated above has been adjusted to exclude expenditure funded from grants received in previous years and loan borrowings raised (if any).

The expenditure and revenue for each service was calculated utilising the estimates contained in the 2022-23 Annual Budget.

Findings

An analysis of the above financial information reveals that for the 2022-23 financial year the Shire will have estimated operational deficit of \$4.84M inclusive of depreciation, or an operational deficit of \$0.44M excluding depreciation.

Utilising the deficit result and dividing it by Councils Own Source Revenues, the Shire’s Operating Surplus Ratio is (167%).

The Shire’s current Operating Surplus Ratio does not meet the minimum benchmark established by the Department of Local Government and Communities of between 1% and 15%. Modelling shows that this ratio improves over the life of the LTFP but does not meet the desired benchmark set by the Department.

Outsourced Service Delivery Arrangements

The Shire has a range of internal and external services that are outsourced. The services outsourced are detailed in the Table below.

SERVICE DESCRIPTION	OUTSOURCE ARRANGEMENT
Integrated Planning	Fully Outsourced
Information Technology Support	Fully Outsourced
Ranger Services	Partially Outsourced
Health Inspection	Fully Outsourced
Refuse Collection	Fully Outsourced
Town Planning	Fully Outsourced
Building Construction Services	Fully Outsourced
Building Maintenance Services	Partially Outsourced
Road Construction Services	Partially Outsourced
Fleet and Plant Servicing	Fully Outsourced

Future Services

Current services will continue to be delivered for the term of this Long Term Financial Plan. The future services provision will explore the quality and cost effectiveness of each service.

INFRASTRUCTURE ASSET MANAGEMENT

Asset Management Plans

The Shire has prepared core level Asset Management Plans for a range of asset classes. These plans disclose the required operating and maintenance expenditures, and renewal requirements, at the identified service levels. The Asset Management Plans were completed in December 2020, and the results are summarised below.

Funding Gap

The objective of Asset Management is to detail all the tasks and resources required to manage and maintain Council’s infrastructure asset portfolio to an agreed level of service. There are costs associated with the provision of infrastructure assets. These costs include operation and maintenance costs, renewal and upgrading of existing assets, and are usually projected over a ten year planning period.

The funding gap in providing infrastructure assets is determined by identifying the projected cost of providing the assets at an identified level of service, and then deducting Council’s estimated available expenditure for the same period, usually over ten years.

The table below details the funding gap, per year, for the Shire across infrastructure asset classes on a short and medium term basis.

ASSET CLASS	RESULTS
PROPERTY	
Medium Term (10 Years) Funding Gap per annum	\$1,740,061
2020-21 Property Asset Consumption Ratio	50%
2020-21 Property Asset Sustainability Ratio	338%
10 Year Property Asset Renewal Funding Ratio (NPV ⁴)	59%

⁴ NPV means ‘Net Present Value’ - it compares the value of a dollar today to the value of that same dollar in the future, taking inflation and returns into account.

ASSET CLASS	RESULTS
FLEET, EQUIPMENT & INFORMATION TECHNOLOGY	
Medium Term (10 Years) Funding Gap per annum	\$684,300
2020-21 Plant & Equipment Asset Consumption Ratio	Unknown
2020-21 Plant & Equipment Asset Sustainability Ratio	152%
10 Year Plant & Equipment Asset Renewal Funding Ratio (NPV)	71%
TRANSPORT	
Medium Term (10 Years) Funding Gap per annum	\$11,321,410
2020-21 Transport Asset Consumption Ratio	53%
2020-21 Transport Asset Sustainability Ratio	12%
10 Year Transport Asset Renewal Funding Ratio (NPV)	23%
RECREATION	
Medium Term (10 Years) Funding Gap per annum	\$772,500
2020-21 Recreation Asset Consumption Ratio	57%
2020-21 Recreation Asset Sustainability Ratio	0%
10 Year Recreation Asset Renewal Funding Ratio (NPV)	27%

The above results will have to be revised utilising the funding available in this Long Term Financial Plan for asset renewal/replacement.

Asset Management Plan Findings

1. Property Assets – The LTFP modelling shows the Shire has 219% of the funding required in the medium term to meet projected Buildings asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to the required renewal requirements in the Asset Management Plan. This may assist in reducing the renewals funding gap in other asset classes.
2. Fleet, Equipment & Information Technology Assets - The LTFP modelling shows the Shire has 152% of the funding required in the medium term to meet projected Fleet, Equipment and Information Technology asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to the required renewal requirements in the Asset Management Plan. This may assist in reducing the renewals funding gap in other asset classes.

3. Transport (Roads, Footpaths, Drainage, Airstrip) Infrastructure Assets – The LTFP modelling shows the Shire has 95% of the funding required in the medium term to meet projected Transport Asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to required renewal requirements.
4. Recreation Assets - The LTFP modelling shows the Shire has 60% of the funding required in the medium term to meet projected Recreation asset renewals. The Shire will need to undertake further analysis to better match the funding available in the Long Term Financial Plan to projected renewal requirements.
5. As further asset data collection takes place better understanding of the required annual asset renewal spend will occur, which will assist to identify the renewal funding gap more accurately and achieve better alignment between the LTFP and the AMP's.

FINANCIAL SUSTAINABILITY

What is Long Term Financial Sustainability

In order for the Shire to be financially sustainable it needs to fund ongoing service delivery and the replacement of assets without imposing excessive debt or rate increases on future generations; in other words, it needs to maintain intergenerational equity.

The key financial sustainability principles are-

1. The Shire must achieve a fully funded operational position; that is, it must collect sufficient revenue to fund operational expenditure, depreciation, and interest on borrowings.
2. The Shire needs to ensure that it maintains sufficient cash reserves to meet its short-term working capital requirements.
3. The Shire must have a fully funded Capital Infrastructure Program, where each source of funding is identified and secured. The Capital Infrastructure Program is for both capital renewal and new projects.
4. The Shire must maintain its asset base, through the renewal of aging infrastructure and build on its cash reserves to fund future works.

How is Long Term Financial Sustainability Measured

One of the elements in assessing financial sustainability is to measure the operating surplus or deficit of a local government. The Table below analyses the Shire’s Statement of Comprehensive Income for 2022-23 (Budget) and includes adjustments detailed in section 3.1.

	2022-23 Budget
Net Operating Result	(\$1,504,186)
Own Source Revenue	\$2,388,799
Operating Surplus Ratio	(62.96%)

The table above shows that the Shire has a negative funding ratio. Councils’ long term financial sustainability is dependent upon ensuring that, on average over time, its expenses are less than its associated revenues.

The Shire, in developing its Long Term Financial Plan, needs to set targets over the life of the Plan to ensure that current residents fully meet the cost of services provided to them by the Shire. The Shire will also need to undertake reviews to identify efficiency gains, revenue generation, change in service levels, introduction of new services, discontinuation of existing services, and new modes of service delivery.

FINANCIAL PRINCIPLES AND STRATEGIES

Financial Principles

In preparing the Long Term Financial Plan, the following principles have been applied.

- ⇒ Council to maintain its existing services and service levels to residents.
- ⇒ The Council to maintain its capacity to fund recurrent operations and a positive net operating ratio over the life of the Plan.
- ⇒ Council to maintain identified assets in a condition that will sustain existing service levels to its residents.
- ⇒ Council to continually explore options for increasing revenue opportunities.
- ⇒ New services and infrastructure to be provided when they are affordable.
- ⇒ Borrowings not to be used to fund ongoing operations.

Financial Strategies

Rating Strategy

In developing the Long Term Financial Plan rates were identified as an important source of revenue, accounting for approximately 61% of the total operating revenue received by the Shire annually, (based on the 2022-23 annual Budget Rates Levied of \$2,161,104 divided by the total operating revenue of \$3,569,852).

However, it is necessary to balance the importance of the rate revenue as a funding source with community capacity to pay, and sensitivity to increases. The Australian Bureau of Statistics provides the following information in relation to the Shire of West Arthur local government area.

STATISTIC ⁵	2016	2017	2018	2019
No. of Taxable Individuals – West Arthur Local Government Area	517	547	562	503
Average Taxable Income Individuals – West Arthur Local Government Area	\$37,760	\$49,635	\$50,636	\$51,095
Average Taxable Income Individuals – Wheatbelt	\$44,182	\$44,855	\$46,454	\$48,480
Average Taxable Income Individuals – Western Australia	\$52,504	\$51,450	\$52,671	\$54,220

The average taxable income for the West Arthur local government area is higher than the average for the Wheatbelt Statistical Area, but lower than the average for the State.

The Shire of West Arthur rate in the dollar and minimum rate for the 2022-23 financial year can be further compared to neighbouring local governments, as detailed in the table below:

RATE	WEST ARTHUR	BOYUP BROOK	COLLIE	NARROGIN	KOJONUP	WILLIAMS	WAGIN	WOODANILLING
GRV Townsites Rate in Dollar	\$0.078570	\$0.148100	\$0.102447	\$0.121642	\$0.13815	\$0.08000	\$0.086830	\$0.127910

⁵ [Western Australia - Wheat Belt | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#), 10 November 2023

[West Arthur | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#), 10 November 2023

[Western Australia | Region summary | Data by region | Australian Bureau of Statistics \(abs.gov.au\)](#), 10 November 2023

UV Rate in Dollar	\$0.004623	\$0.006662	\$0.006121	\$0.086640	\$0.00742	\$0.00548	\$0.005683	\$0.004770
Minimum Rate GRV	\$563	\$1,102	\$1,044	\$1,190	\$780	\$790	\$625	\$500
Minimum Rate UV	\$563	\$997	\$884	\$953	\$780	\$1,010	\$625	\$500

Cash Investments

Section 6.14 of the Local Government Act 1995 provides that money held in the Municipal Fund or the Trust Fund of a local government that is not required for any other purpose may be invested in accordance with Part III of the Trustees Act 1962. of The *Local Government (Financial Management) Regulations 1996* provides for the establishment of internal control procedures for the control of investments, and disclosure requirements in the Annual Budget and the Annual Financial Report. Additional disclosure requirements are provided under the *Australian Accounting Standards*.

Shire's Investment Policy

Purpose: To adopt a prudent approach to investments, in full compliance with all statutory requirements.

Scope: This policy applies to funds surplus to cash flow requirements, including operating accounts, investment accounts and funds managed under a trust.

Definitions:

Authorised institution:

- (a) An authorised deposit-taking institution as defined in the Banking Act 1959 (Cwth) section 5, or
- (b) The Western Australian Treasury Corporation established by the Western Australian Treasury Corporation Act 1986.

Policy Statement:

The Shire of West Arthur's investment management strategy is to invest funds surplus to immediate requirements to be deposited into an authorised institution. Investments shall be spread across at least two institutions to ensure that no single institution holds more than 70% of the Shire's invested funds.

Consideration

While exercising the power to invest, consideration is to be given in preservation of capital, liquidity, and the return of investment.

- (a) Preservation of capital is the principal objective of the investment portfolio. Investments are to be performed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- (b) The investment portfolio should ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of investment.
- (c) The investment is expected to achieve a predetermined market average rate of return that considers the Shire's risk tolerance. Any additional return target set by the Shire should also consider the risk limitation and prudent investment principles.

Approved Investments

Investments are limited to:

- (a) State/Commonwealth Government Bonds with a term of maturity not exceeding three years.
- (b) Fixed term deposits placed with an authorised institution for a term not exceeding 12 months.
- (c) Interest bearing deposits placed with an authorised institution.

Prohibited Investments

This Policy prohibits any investment carried out for speculative purposes including the following:

- (a) Derivative based instruments.
- (b) Principle only investments or securities that provide potentially nil or negative cash flow.
- (c) Stand-alone securities issued that have underlying futures, options, forward contracts, and swaps of any kind.
- (d) The use of leverage (borrowing to invest) of any investment.

Investment in a foreign currency

Risk Management Guidelines:

Investments are restricted to authorised institution investments only. The term of the investment is based on forward cash flow requirements to ensure investment return on available surplus funds.

Reporting and Review Compliance Requirements:

- (a) A summary of investments, including amount, maturity date and interest rate is contained within the Monthly Financial Statement presented at the Ordinary Meetings of Council.
- (b) Documentary evidence is held for each investment and details thereof maintained in the Investment Register.
- (c) Certificates are obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

Interest received on investments is received on two types of funding-

- ⇒ Municipal fund revenues raised through the year from all sources of revenue, excluding Reserve Funds.
- ⇒ Restricted investments held until expended.

The interest the Shire earns on Municipal Fund revenue is untied and forms part of Council's consolidated revenue for distribution across the services it provides.

Impact on Interest Earned

Council’s current investments are held in term deposits. Council has chosen to remain conservative in forecasting interest rates for investments and has set forecast rates as follows:

	BUDGET	FORECAST									
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Interest Rate	2.4%	4.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%

Fees and Charges

Council has the ability to raise revenue through the adoption of fees and charges for services and facilities. Fees and charges are reviewed on an annual basis, in conjunction with the preparation of the Annual Budget.

In determining its fees and charges, the Shire takes into account the user’s capacity to pay. The Council has set forecast rates of increases in fees and charges as follows:

	BUDGET	FORECAST									
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Percentage Increase	2.00%	2.80%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Grants

The Commonwealth Government provides the following grants to local government:

1. Financial Assistance Grants (FAG’s); and
2. Roads to Recovery Grants (R2R).

Financial Assistance Grants

The Financial Assistance Grants are distributed by the WA Local Government Grants Commission to local governments each year based on the principles established under the Commonwealth legislation. The general purpose grant and the road grant components are untied.

General Purpose Grant Component

The Commission uses a “balanced budget” approach for calculating the general purpose grants. The balanced budget is calculated as follows:

Equalisations Requirement = Assessed Expenditure – Assessed Revenue

Natural weighting has been implemented in calculating the balanced budget, which ensures that the Commission bases its calculations on actual expenditure incurred and actual revenue generated by the local governments. The total allocation for each disability is determined by the Commission based its assessed impact on the local government. This approach has been applied to the 2015-16 grant determinations.

Actual Expenditure = Assessed Expenditure = Preliminary Standard + Disabilities

The Table below details the forecast general purpose grant for the Shire based on indexation of between 1% and 2% over the life of the Plan.

	BUDGET	FORECAST									
GENERAL PURPOSE GRANT	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	688,197	763,207	770,839	778,547	794,118	810,001	826,201	842,725	859,579	876,771	894,306

Note: The actual/budget grant amount received by the Shire in 2022/23 differs from other financial years as a result of advance payment made by the WA Local Government Grants Commission in 2021/22.

Local Road Grant Component

In addition to general purpose grants, local governments also receive general purpose local road grants from the Commonwealth Government, which are untied.

The current allocation methodology provides for 7% of the funding to be allocated for special projects; one third for roads servicing Aboriginal communities and two thirds for bridge works.

The remaining 93% of the funding pool is distributed by the Commission using the “Asset Preservation Model”. This model is used to assess the cost of maintaining each local government’s road network and has the ability to equalise road standards through the application of minimum standards. It takes into account annual and recurrent maintenance costs and the costs of reconstruction at the end of the road’s useful life. The Table below details the forecast local road grant for the Shire of West Arthur based on 2% indexation.

	BUDGET	FORECAST									
LOCAL ROAD GRANT	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	602,956	676,266	683,029	689,859	703,656	717,729	732,084	746,726	761,660	776,893	792,431

Note: The actual/budget grant amount received by the Shire in 2022/23 differs from other financial years as a result of advance payment made by the WA Local Government Grants Commission in 2021/22.

Roads to Recovery Grants

The Roads to Recovery Program was first implemented in 2000. It was introduced to address the issue of local road infrastructure in Australia reaching the end of its useful life, and its replacement being beyond the financial capacity of local governments. The Roads to Recovery Program operates uniformly across Australia. Under current arrangements, each local government is guaranteed a share of the total available funding under the program. Under simple administrative procedures whereby spending decisions are made locally and reported to the government, money is paid directly from the Commonwealth Government to each local government.

Grants provided under the Roads to Recovery Program are not intended to replace the local government’s spending on roads, or the funding received from the WA State Government for local road construction and maintenance. Its focus is the renewal of roads to meet safety, transport connectivity, social and economic needs. The current funding program spans five financial years, expiring on 30 June 2024. It is anticipated that the funding program will continue for the life of this Plan.

The Table below details the level of funding anticipated for the Shire of West Arthur over the life of the Plan.

	BUDGET	FORECAST									
ROADS TO RECOVERY	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877

State Road Funds to Local Government

To assist Local Government in road management, the State provides road funds for a number of programs administered by the State Road Funds to Local Government Advisory Committee.

There are three main categories of State funding for local government roads:

1. Category 1 - Local Government Program
2. Category 2 - Main Roads WA Program
3. Category 3 - State Initiatives Program

Category 1 only requires analysis as it is the only component where funding is provided to local government.

There are three sub-components to Category 1:

1. Strategic and Technical support.

Strategic and technical support covers work for local government, the costs of which cannot be related to a project and includes road management services for local government roads on either a State or Regional road basis. There is no funding provided to local government under this component.

2. Direct Grants.

Direct Grants are provided annually to all Local Governments. The State Road Funds to Local Government Advisory Committee, using the Asset Preservation Model provided by the Western Australian Local Government Grants Commission, calculates Direct Grant allocations each year. Given that the allocation is based on the Asset Preservation Model, it is anticipated that the level of direct grant funding will remain at a similar level for the next six years.

3. Road Project Grants.

Each local government in Western Australia is included in an appropriate region as defined by the State Road Funds to Local Government Advisory Committee, known as Regional Road Groups.

The State Road Funds to Local Government Advisory Committee allocates funds for road projects to each Regional Road Group. Allocations are based on a five year program. Each year, the State Road Funds to Local Government Advisory Committee provides Regional Road Groups with an indicative funding level for Road Project Grants.

Road Project Grants may be used for road related works (i.e.: street lighting) that the Regional Road Group wishes to undertake, provided it is assessed and prioritised against other road projects in the region and the State Road Funds to Local Government Advisory Committee approval is given.

The Regional Road Group will determine project priorities and Local Governments shall accept these funding priorities.

	BUDGET	FORECAST									
RRG FUNDING	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	377,394	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353

Other Grants and Capital Contributions

Local Roads and Community Infrastructure

The LRCI Program aim is to stimulate additional infrastructure construction activity in local communities across Australia to assist communities to manage the economic impacts of COVID-19.

The Shire will receive funding from the Department of Infrastructure, Transport, Regional Development and Communications for projects that meet the eligibility criteria.

	BUDGET	FORECAST									
LRCI FUNDING	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
West Arthur	0	210,000	0	0	0	0	0	0	0	0	0

A phase 4 LRCI funding round will open in 2023 with the Department. At the time of the LTFP modelling allocation amounts were not available.

Borrowings

The Shire will be prudent and fiscally responsible when considering any proposals for new debt to deliver Council’s objectives.

The Plan contains no new borrowings.

For further information on existing Borrowings, please see Section 9.3.7 of this Plan.

Reserves (Cash Backed)

Section 6.11 of the *Local Government Act 1995* allows a local government to set aside money for use for a purpose in a future financial year. The local government is to establish and maintain a reserve account for each such purpose.

The Shire has established the following reserve funds:

Leave Reserve - annual leave requirements.	To be used to fund long service leave and
Plant Reserve - plant.	To be used to fund the purchase of major
Building Reserve - maintenance of Council buildings.	To be used to fund the construction and
Town Development Reserve -	To be used to enhance town infrastructure.
Recreation Reserve - infrastructure.	To be used to enhance recreation
Heritage Reserve - heritage buildings of the Shire.	To be used to maintain and improve the
Community Housing Reserve - provision of housing within the Shire.	To be used for the maintenance and
Waste Management Reserve - infrastructure requirements for waste management.	To be used assist with funding future
Darkan Swimming Pool Reserve - the Darkan swimming pool.	To be used to assist with funding works at
Information Technology Reserve - office equipment.	To be used for upgrades to computers and
Darkan Sport & Community Centre Reserve - Darkan Sport and Community Centre.	To be used to maintain and improve the
Arthur River Country Club Reserve - Arthur River Country Club.	To be used to maintain and improve the
Museum Reserve - displays in the Museum.	To be used to maintain and to provide new
Moodiarrup Sports Club Reserve - Moodiarrup Sports Club Reserve.	To be used to maintain and improve the
Landcare Reserve - of the Shire.	To be used to fund the landcare expenditure

Corporate Planning & Valuation Reserve - and valuation expenditure of the Shire.	To be used to fund the corporate planning
Kids Central Reserve - equipment and infrastructure.	To be used to fund the renewal of
The Shed Reserve - equipment and infrastructure.	To be used to fund the renewal of
Recreation Trails Reserve - maintenance of recreation trails.	To be used for the construction and
Community Gym Reserve - equipment and activities.	To be used for the renewal of gym
Economic Development Reserve - initiatives that benefit the Shire.	To be used for economic development
Road Reserve - urgent repairs	To be used to fund road improvements or

RESERVE NAME	OPENING BALANCE 01/07/2022	INTEREST	TRANSFER TO RESERVE	TRANSFER FROM RESERVE	CLOSING BALANCE 30/6/2023
Leave Reserve	121,150	0	3,634	0	124,784
Plant Reserve	454,017	0	303,798	(194,650)	563,165
Building Reserve	734,309	0	22,029	(565,000)	191,338
Town Development Reserve	1,529	0	46	0	1,575
Recreation Reserve	163,285	0	4,899	0	168,184
Heritage Reserve	6,091	0	483	0	6,574
Community Housing Reserve	169,135	0	25,074	(50,000)	144,209
Waste Management Reserve	122,753	0	3,683	(100,000)	26,436
Darkan Swimming Pool Reserve	49,219	0	6,477	0	55,696
Information Technology Reserve	66,548	0	4,996	(14,000)	57,544
Darkan Sport And Community Centre Reserve	325,421	0	39,763	0	365,184
Arthur River Country Club Reserve	40,151	0	7,205	0	47,356

RESERVE NAME	OPENING BALANCE 01/07/2022	INTEREST	TRANSFER TO RESERVE	TRANSFER FROM RESERVE	CLOSING BALANCE 30/6/2023
Museum Reserve	128,701	0	3,861	(5,000)	127,562
Moodiarrup Sports Club Reserve	17,581	0	5,527	0	23,108
Landcare Reserve	32,987	0	990	(5,000)	28,977
Corporate Planning And Valuation Reserve	19,945	0	598	(16,000)	4,543
Kids Central Reserve	7,156	0	215	0	7,371
The Shed Reserve	12,824	0	385	0	13,209
Recreation Trails Reserve	1,218	0	37	0	1,255
Community Gym Reserve	12,004	0	1,360	(9,000)	4,364
Economic Development Reserve	113,847	0	3,415	(35,000)	82,262
Road Reserve	234,149	0	7,024	0	241,173
	\$2,834,020	0	\$445,499	(\$993,650)	\$2,285,869

Cash-backed reserves are projected to increase by \$2,191,111 to \$4,476,980 by 2032-33. Projected Cash Reserve balances over the life of the Plan are detailed in Appendix “3”.

Budget Surpluses

Section 6.34 of the *Local Government Act 1995* restricts local governments on the surplus or deficit they are permitted to carry forward to not more than 110%, or not less than 90%, of the total budget deficiency to be made up from rates. The Shire in 2022-23 budgeted for a surplus of \$0. In compiling this Long Term Financial Plan, a similar 'balanced budget' approach has been used.

Capital Works Investments

The following table summarises the capital works program by Asset Class during the life of this Plan.

ASSET CLASS	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Land	0	0	0	0	0	0	0	0	0	0
Buildings	191,800	96,250	294,250	77,250	141,250	129,250	149,250	227,750	109,250	142,250
Plant & Equipment	339,000	608,000	157,500	437,500	435,500	768,500	40,500	891,500	1,051,500	233,500
Furniture & Equipment	0	0	12,500	0	0	12,500	12,500	25,000	12,500	25,000
Roads	1,058,197	1,058,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197
Footpaths	0	0	0	0	0	0	0	26,500	33,500	15,000
Parks and Ovals	20,000	0	14,000	0	0	102,000	105,500	82,000	20,000	40,000
Other Infrastructure	20,000	0	36,350	1,350	1,350	29,350	1,350	1,350	1,350	19,350
TOTAL	1,628,997	1,762,447	1,577,797	1,579,297	1,641,297	2,104,797	1,372,297	2,317,297	2,291,297	1,538,297

More comprehensive detail on the forecast capital works over the life of this plan is attached at Appendix “2”.

WORKFORCE PLANNING

The Shire’s Workforce Plan is currently under review.

Forecast Growth in Labour Costs

The labour costs forecasts in the Workforce Plan are outlined in the table below.

INDICATOR	BUDGET	FORECASTS			
	2022-23	2023-24	2024-25	2025-26	2026-27
Wage Price Index (WPI)	3.50%	5.75%	3.00%	3.00%	3.00%

LONG TERM FINANCIAL PLAN – SCENARIO MODELLING

The three scenario models proposed in this plan consider the range and level of service, workforce planning and asset management requirements, and capital works programs. The Council's Strategic Community Plan has identified community aspirations over the long term and the models provide the community with an understanding of the outcomes based on different assumptions.

Scenario 1 (Baseline)

This model provides for:

- ⇒ No change in the range and level of services;
- ⇒ Roads to Recovery grants continuing for the life of the Plan;
- ⇒ Balanced budgets or small surpluses across the life of the Plan;
- ⇒ An affordable capital works program;
- ⇒ Rate increases to be 6.0% or greater for the first 5 years, and then averaging over 5.0% per annum for the remainder of the Plan;

The findings in relation to this model are as follows:

- ⇒ The liquidity of the Shire, after deducting restricted assets (cash backed reserves), will be below the benchmark of 100% until year nine of the Plan.
- ⇒ The operating surplus ratio over the forecast period moves from (122%) in 2022-23 to (34%) by 2032-33, well below the Basic Standard of financial performance according to the Department of Local Government, Sport and Cultural Industries ratio guidelines;
- ⇒ The Shire will have retired all of its debt by 2032-33;
- ⇒ Over the life of the Plan, the Shire is spending an average of \$1.2M on capital renewal expenditure, with investment levels varying from year to year between 61% – 77% of required renewal expenditure;
- ⇒ The consumption of the Shire's asset base is tracking downwards, and falls to 83% by Year 2032-33;
- ⇒ The Asset Renewal Funding Ratio is 51% for the 10 years of the plan.

Scenario 2 (Best Case)

This model provides for:

- ⇒ No change in the range and level of services;
- ⇒ Roads to Recovery grants being available for the life of the Plan;
- ⇒ An affordable capital works program;
- ⇒ Forecast surpluses across each year of the Plan;
- ⇒ Rate increases to be set at 6% for the first year and then at 10.0% per annum for the remainder of the term of the plan.

The findings in relation to this model are as follows:

- ⇒ The liquidity of the Shire after deducting restricted assets (cash backed reserves) is projected to improve over the life of the Plan, attaining 1521% by 2032-33, meaning that significant additional funds will be available for infrastructure investment;

- ⇒ The operating surplus ratio over the forecast period moves from (122%) in 2022-23 to 0% by 2032-33, meeting the Basic Standard of financial performance according to the Department of Local Government, Sport and Cultural Industries ratio guidelines;
- ⇒ The Shire has sufficient funds to meet its obligations;
- ⇒ The Shire will have retired all of its debt by 2032-33;
- ⇒ Over the life of the Plan, the Shire is spending an average of \$1.2M on capital renewal expenditure, with investment levels varying from year to year between 61% – 77%. This investment level could be increased significantly with additional funding available.
- ⇒ The consumption of the Shire’s asset base is tracking slightly downwards and falls to 83% by Year 2032-33. This ratio trend could be reversed with an injection of additional investment in renewal works from funding available.
- ⇒ The Asset Renewal Funding Ratio is 51% for the 10 years of the plan.

Scenario 3 (Worst Case)

This model provides for:

- ⇒ No change in the range and level of services;
- ⇒ Roads to Recovery grants being available for the life of the Plan;
- ⇒ An affordable capital works program;
- ⇒ Forecast surpluses across each year of the Plan;
- ⇒ Rate increases to be set at 6% for the first year and then at 4.0% per annum for the remainder of the term of the plan.

The findings in relation to this model are as follows:

- ⇒ The liquidity of the Shire after deducting restricted assets (cash backed reserves) is projected to decline over the life of the Plan, attaining (627%) by 2032-33, meaning that significant additional funds will be available for infrastructure investment;
- ⇒ The operating surplus ratio over the forecast period moves from (122%) in 2022-23 to (54%) by 2032-33, below the Basic Standard of financial performance according to the Department of Local Government, Sport and Cultural Industries ratio guidelines;
- ⇒ The Shire does not have sufficient funds to meet its obligations;
- ⇒ The Shire will have retired all of its debt by 2032-33;
- ⇒ Over the life of the Plan, the Shire is spending an average of \$1.2M on capital renewal expenditure, with investment levels varying from year to year between 61% – 77%. This investment level would not be able to maintained with a 4% increase in rates.
- ⇒ The consumption of the Shire’s asset base is tracking slightly downwards and falls to 83% by Year 2032-33. This ratio trend would decline further if rates were only increased by 4% per annum.
- ⇒ The Asset Renewal Funding Ratio is 51% for the 10 years of the plan

LONG TERM FINANCIAL PLAN ASSUMPTIONS

In preparing the Long Term Financial Plan (LTFP), the 2022-23 Annual Budget has been used as the forecasting base, together with the following assumptions.

External Influences

- ⇒ Cost indices (i.e., Consumer Price Index (CPI), Local Government Cost Index (LGCI), and Wage Price Index (WPI));
- ⇒ Government grants from the Commonwealth and State governments;
- ⇒ Prevailing economic conditions impacting the financial markets for the investment and borrowing of funds; and
- ⇒ Demand for Shire services.

Internal Influences

- ⇒ Budget surplus/deficit for the 2022-23 financial year; and
- ⇒ Shire workforce requirements (i.e., staff turnover, employment contract negotiations, wages and salary increases).

ASSUMPTIONS

Population Growth

Section 2.3 of this Plan details that the Shire’s projected population of 799 will slightly decline over the life of the Plan.

It is considered that the Shire’s current services and facilities will cater for the projected populations needs.

Cost Indices

Consumer Price Index

The projected Consumer Price Index (CPI) increases for the next 10 years are estimated as follows:

COST INDEX	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
CPI	5.20%	3.70%	3.20%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

The forecast CPI is to be utilised in the financial modelling of the following:

- ⇒ Revenues, excluding rates, specific grants, and interest on investments; and
- ⇒ Expenditures, excluding wages and salaries.

Local Government Cost Index

Indicative forecasts for the Local Government Cost Index (LGCI) are detailed below:

COST INDEX	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
LGCI	5.00%	4.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Wage Price Index and Enterprise Bargaining Agreement

Salary and wages increases over the life of the Plan have been estimated as follows:

COST INDEX	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Wage Price Index	5.75%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Rates

Natural Growth

Additional rates levied through the development and subdivision of land may be measured by analysing the interim rates raised by the Shire in each financial year.

No natural growth has been provided for in the Plan.

Rate Increases

Projected rate increases over the life of the Plan are detailed in the Scenario Modelling in Sections 8.1 to 8.3.

Interest Charges on Late Payment of Rates, Instalment Interest and Administration Fees

The Council for the 2022-23 Annual Budget adopted the following charges:

- ⇒ Interest on the late payment of rates 7.0%
- ⇒ Interest on instalment payments for rates 3.0%
- ⇒ Administration Fee per instalment \$5.00

Cash Investments

Section 6.2.2 of this Plan details Council’s investment policy, which provides for approximately 70% of the funds to be retained with Council’s banker and the balance to be invested with alternative, secure financial institutions in accordance with Regulation 19C of the *Local Government (Financial Management) Regulations 1996*. In forecasting returns on Council’s investments, it is proposed to utilise the 180 day term deposit rates for investments greater than \$100,000.

LOCAL BANK	INTEREST RATE
Westpac Bank	3.75%
Commonwealth Bank	3.75%
National Australia Bank	4.00%
ANZ Bank	4.10%
Bendigo Bank	4.00%

The following cash interest rates have been used over the life of the Plan.

CASH RATES	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Cash Interest Rates	4.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Fees and Charges

Section 6.2.3 details the forecasted increase of Council controlled fees and charges by an average of 3.0% per annum over the life of the Plan.

Grants

Please refer to Section 6.2.4 of this Plan for forecasts relating to grant funding.

Loan Borrowings

Current Borrowings

The Shires current loan borrowings are as follows.

LOAN NO.	PURPOSE	INTEREST RATE	TERM OF LOAN	EXPIRY DATE	YEARS REMAINING	PRINCIPAL OUTSTANDING 2022/23
70	GROH Housing	6.56%	10	31/03/2025	2	\$96,079
72	Industrial Land	3.30%	10	31/12/2025	2	\$28,059
73	WA Cottage Homes*	3.30%	15	30/06/2032	9	\$309,375
74	Loader**	3.50%	10	30/06/2032	9	\$258,616

Note * - Self-supporting loans

Note ** - Proposed new loan for 2022/2023 budget.

The loan repayments as disclosed in the debenture schedules have been incorporated into the financial modelling.

New Borrowings

Section 6.2.5 of this Plan details that no new loans are proposed over the life of the Plan

Appendix 4 provides more details on the loan repayments over the life of this Plan.

Type and Range of Services

Section 3.2 of this Plan states that all current services will continue to be delivered for the life of this Plan.

Asset Renewal Funding Levels

Section 4.2 of this Plan details that the Shire has a medium term (ten years) estimated asset renewal funding requirement of \$28,528,480, or \$2,852,848 per annum.

Further data needs to be collected to allow Council to develop an advanced understanding of its asset portfolio and accurately identify its renewal funding gap for each asset class and ensure there is alignment between the asset class funding gap and the renewal funding provided for in the Long Term Financial Plan.

Balanced Budget Approach

The Long Term Financial Plan has been prepared on the basis that either a balanced budget, or small surpluses, will be achieved for each year of the Plan if the Base Scenario is followed.

Cash Reserves

The Shire will continue to prudently manage its cash reserves to ensure that appropriate levels of funds are maintained to meet future commitments.

Depreciation

The Shire calculates depreciation on a straight line basis and utilises the following depreciation periods.

ASSET CLASS	DEPRECIATION RATE
Buildings (Specialised and Non-Specialised)	30 to 50 years
Furniture and equipment	4 to 10 years
Plant and equipment	5 to 15 years
Sealed Roads	
- Formation	Not depreciated
- Pavement	50 Years
- Seal	
Bituminous seals	15 to 25 Years

ASSET CLASS	DEPRECIATION RATE
Asphalt surfaces	15 to 25 Years
Gravel Roads	
- Formation	Not depreciated
- Pavement	50 Years
- Gravel sheet	10 to 15 Years
Formed Roads	
- Formation	Not depreciated
Footpaths - Slab	20 Years
Sewerage piping	100 Years
Water supply piping & drainage systems	75 Years
Bridges	60 to 90 Years

Whilst the financial modelling has incorporated the above rates of depreciation, it has not taken into account the impact of any revaluations of assets. More detail on depreciation allocations over the life of this plan can be found at Appendix “5”.

RATIO ANALYSIS AND LONG-TERMAINABILITY

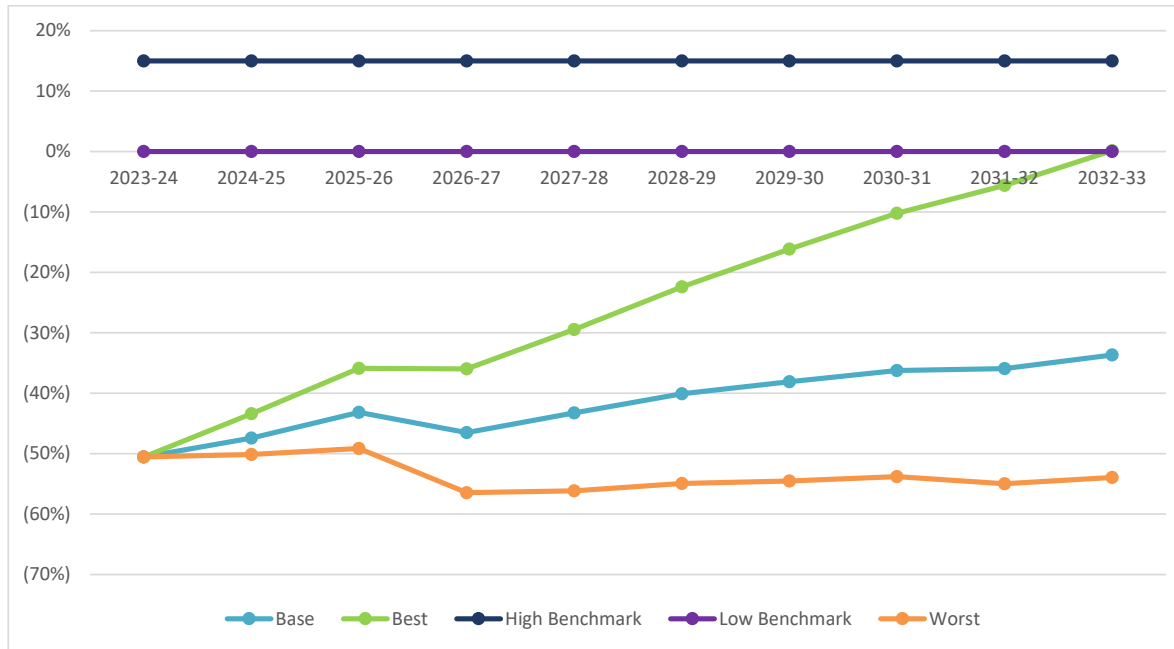
The ratios are an industry accepted measure of financial health. This section summarises the financial ratio results for each of the 3 models presented in this Plan.

Current Liquidity Ratio

This is a measure of a local government’s liquidity and its ability to meet its short term financial obligations out of unrestricted current assets. It is measured as: Current Assets less Restricted Assets Current Liabilities less Current Liabilities associated with Restricted Asset											
Target – Standard not met if ratio is lower than 1:1 (less than 100%), Standard is met if ratio is greater than 1:1 (100% or greater)											
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	0.53	0.70	0.78	0.80	0.80	0.82	0.82	0.829	0.840	1.01	1.05
Best	0.53	0.70	0.93	1.26	1.74	2.50	3.50	4.92	6.94	11.06	15.21
Worst	0.53	0.70	0.68	0.47	0.08	(0.47)	(1.14)	(1.94)	(2.90)	(4.64)	(6.27)

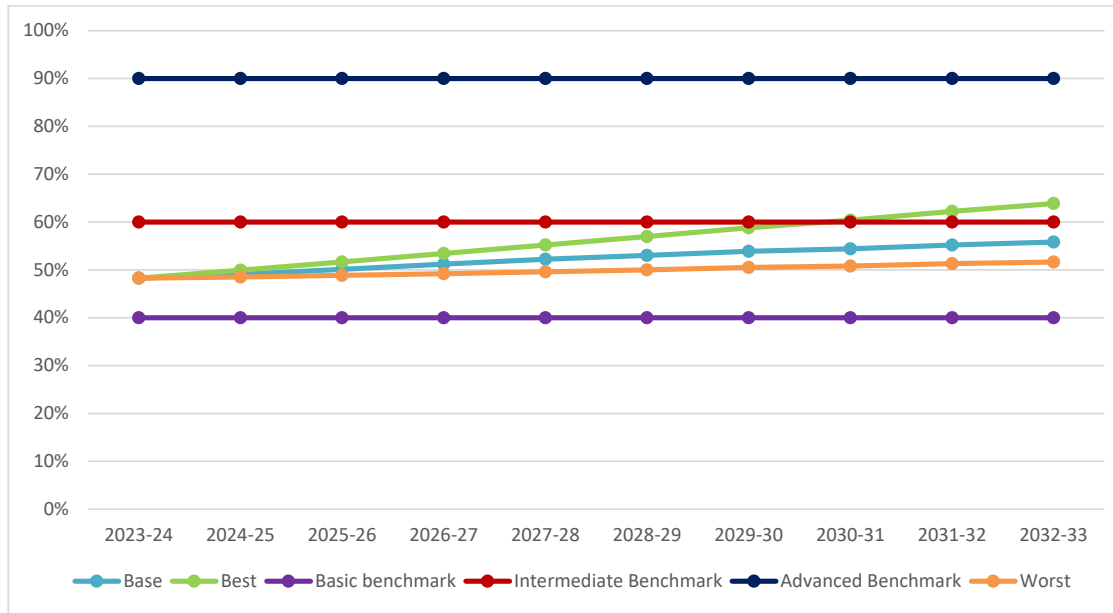
Operating Surplus Ratio

<p>This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. It is measured as:</p> <p>Operating Revenue (excludes non-operating revenue) less Operating Expenses Own Source Revenue</p>											
<p>Target – Between 1% and 15% Basic Standard, Greater than 15% Advanced Standard</p>											
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	(122%)	(51%)	(47%)	(43%)	(46%)	(43%)	(40%)	(38%)	(36%)	(36%)	(34%)
Best	(122%)	(51%)	(43%)	(36%)	(36%)	(29%)	(22%)	(16%)	(10%)	(6%)	0%
Worst	(122%)	(51%)	(50%)	(49%)	(56%)	(56%)	(55%)	(55%)	(54%)	(55%)	(54%)



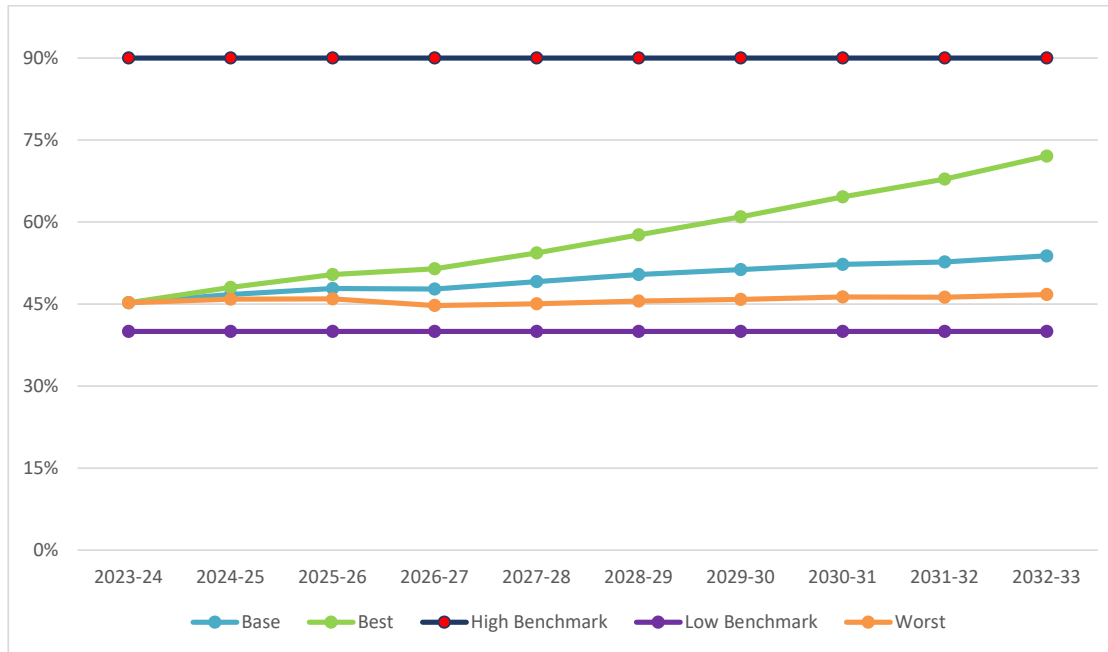
Rates Coverage Ratio

<p>This is an indicator of a local government’s dependence on rate revenue to fund its operations. It is measured as:</p> <p>Total Rates Revenue</p> <p>Total Operating Revenue</p>										
<p>Target – greater than or equal to 60%</p>										
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Base	71%	48%	49%	50%	51%	52%	53%	54%	54%	55%
Best	71%	48%	50%	52%	53%	55%	57%	59%	60%	62%
Worst	71%	48%	49%	49%	49%	50%	50%	51%	51%	51%



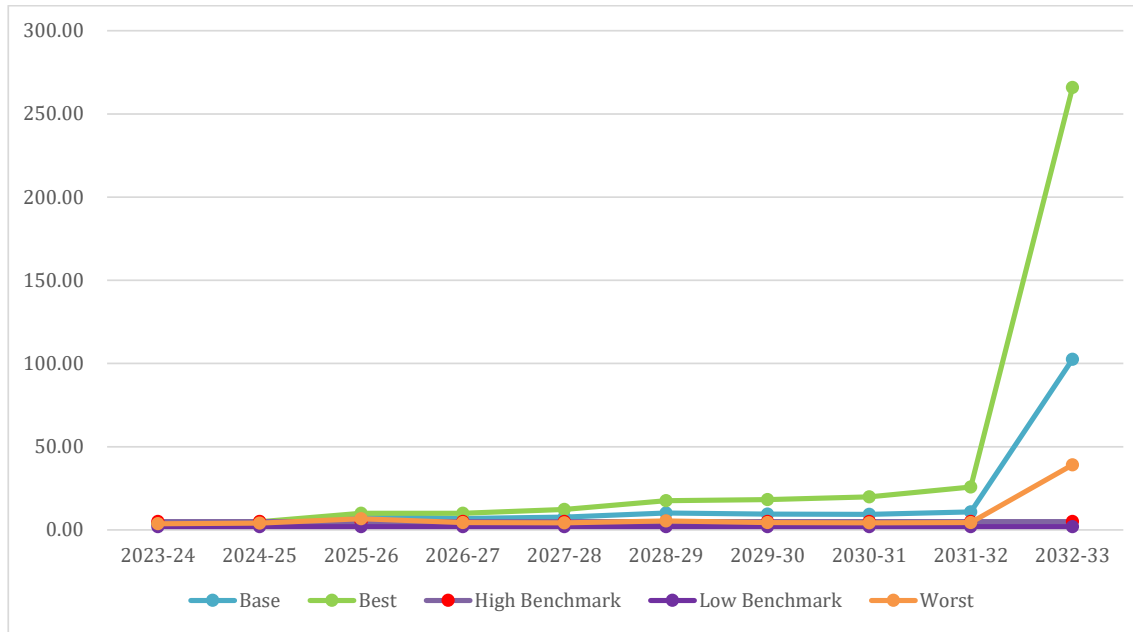
Own Source Revenue Coverage Ratio

This is an indicator of a local government’s ability to cover its costs through its own tax revenue effort. It is measured as:											
Own Source Revenue											
Total Expenses											
Target – Between 40% to 60% Basic Standard Between 60% to 90% Intermediate Standard 90% or greater Advanced Standard											
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	42%	45%	47%	48%	48%	49%	50%	51%	52%	53%	54%
Best	42%	45%	48%	50%	51%	54%	58%	61%	65%	68%	72%
Worst	42%	45%	46%	46%	45%	45%	46%	46%	46%	46%	47%



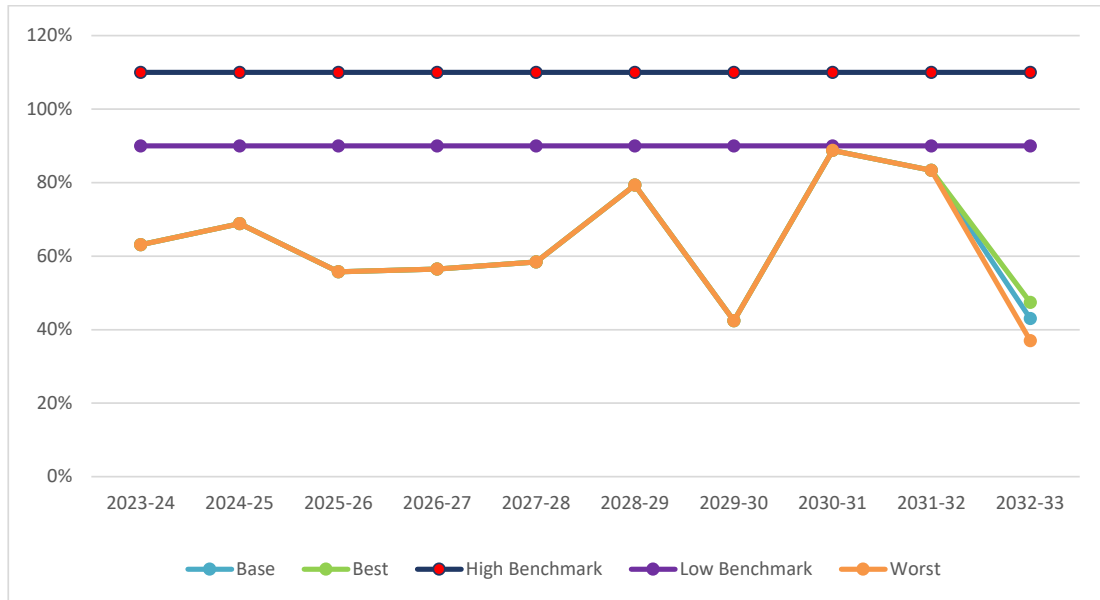
Debt Service Cover Ratio

This is an indicator of a local government’s ability to produce enough cash to cover its debt payments. It is measured as:											
Operating Revenue less Operating Expenses excluding Interest Expense and Depreciation											
Principal and Interest Expense											
Target – greater than or equal to 2 Basic Standard Greater than 5 Advanced Standard											
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	(5.35)	3.70	4.42	8.17	6.92	7.73	10.22	9.43	9.35	10.85	102.54
Best	(5.35)	3.70	4.99	10.04	10.02	12.27	17.54	18.30	19.85	25.72	265.82
Worst	(5.35)	3.70	4.06	6.78	4.37	4.21	5.38	4.43	4.27	4.49	39.11



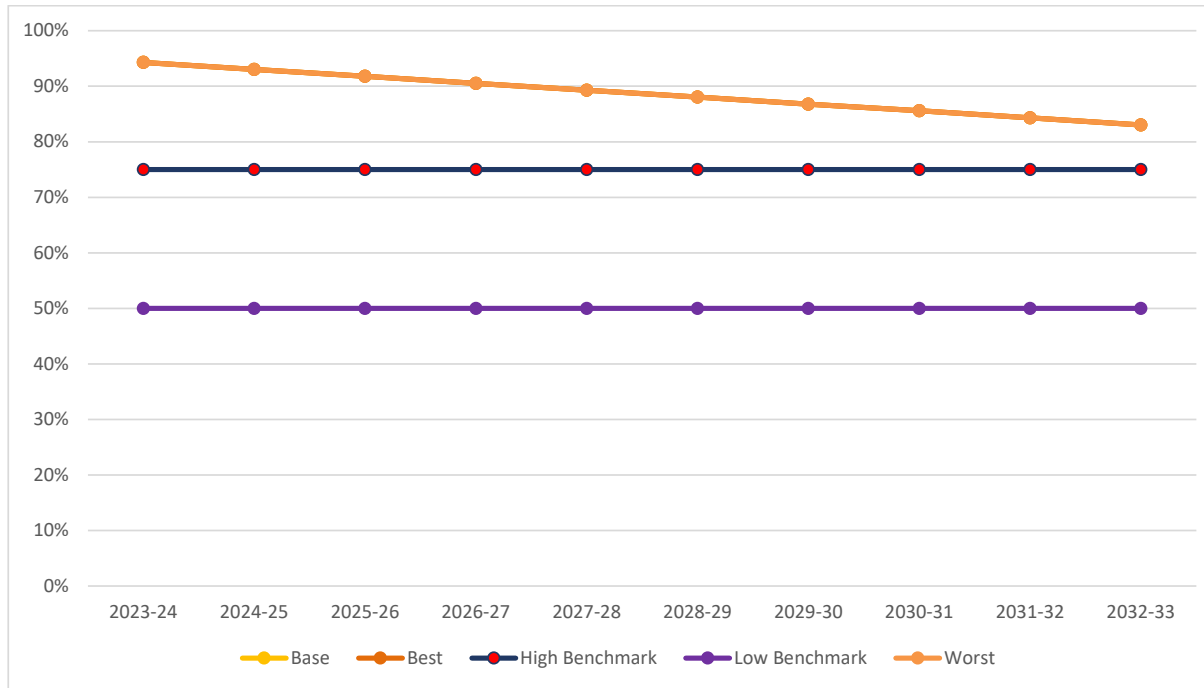
Asset Sustainability Ratio

<p>This is an indicator of the extent to which assets managed by a local government are being replaced as these reach the end of their useful lives. It is measured as:</p> <p>Capital Renewal Expenditure Depreciation Expense</p>											
<p>Target – Standard is met if the ratio can be measured and is 90% Standard is improving if the ratio is between 90% and 110%</p>											
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	67%	63%	69%	56%	56%	58%	79%	42%	89%	83%	43%
Best	67%	63%	69%	56%	56%	58%	79%	42%	89%	83%	47%
Worst	67%	63%	69%	56%	56%	58%	79%	42%	89%	83%	40%



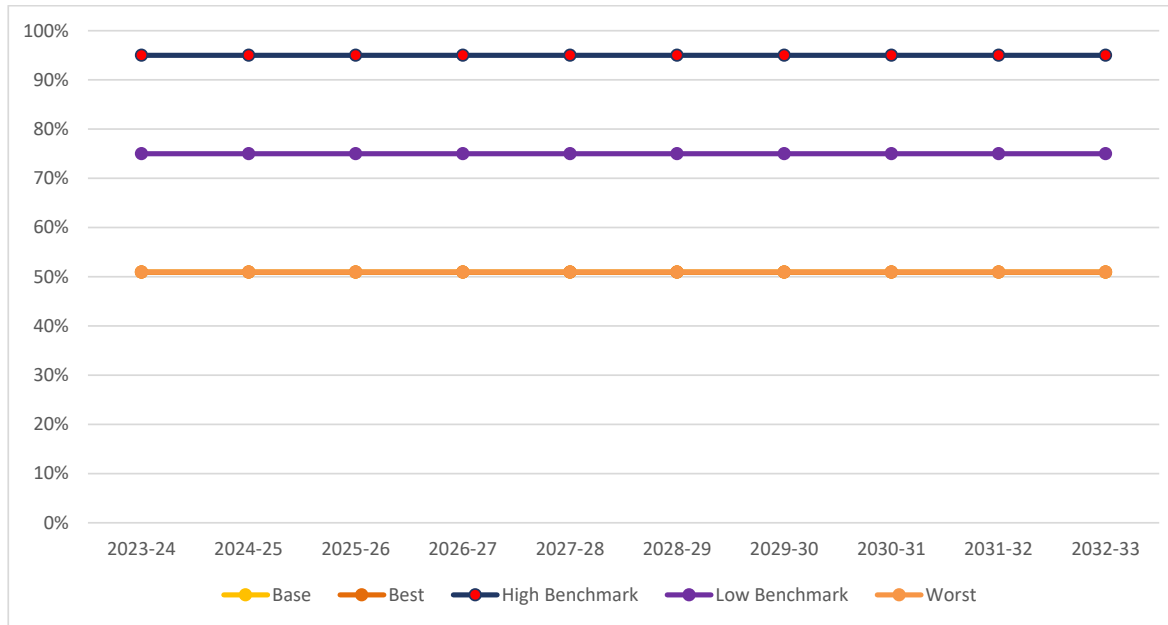
Asset Consumption Ratio

<p>This ratio highlights the aged condition of a local government’s physical assets. It is measured as:</p> <p>Depreciated Replacement Costs of Assets (Written Down Value)</p> <p>Current Replacement Costs</p>											
<p>Target – Standard is met if the ratio can be measured and is 50% or greater Standard is improving if the ratio is between 60% and 75%</p>											
FORECAST	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Base	96%	94%	93%	92%	91%	89%	88%	87%	86%	84%	83%
Best	96%	94%	93%	92%	91%	89%	88%	87%	86%	84%	83%
Worst	96%	94%	93%	92%	91%	89%	88%	87%	86%	84%	83%



Asset Renewal Funding Ratio

<p>This ratio indicates whether the local government has the financial capacity to fund asset renewal at continued existing service levels. It is measured as:</p> <p>Net Present Value of Planned Renewal Expenditure Net Present Value of Asset Management Plan Projections</p>	
<p>Target – Standard is met if the ratio is between 75% and 95% Standard is improving if the ratio is between 95% and 105% and the ASR is between 90% to 100%, and the ACR is between 50% and 75%.</p>	
FORECAST	2023-24 to 2032-33
Base	51%
Best	51%
Worst	51%



SUMMARY

Projections show that over the next 10 years the Shire will require revenue from rates to grow at more than 5% per annum to ensure that the majority of performance ratios continue to move towards to minimum benchmark.

Whilst the base case will allow Council to achieve balanced budgets, further action will need to be taken to address infrastructure asset funding gaps, through increasing funding and realigning planned renewal expenditure to required renewal expenditure outlined in the Asset Management Plans.

RISK ASSESSMENT

Risk can be simply defined as the effect of uncertainty on the objectives of the Shire. When evaluating risks, the following issues⁶ must be understood –

1. An effect may be positive, negative or result in a deviation from the expected.
2. An objective may be financial, related to health and safety, or defined in other terms. In this case, we are examining risks related to financial objectives.
3. Risk is often described by an event, a change in circumstances, a consequence, or a combination of these and how they may affect the achievement of objectives.
4. Risk can be expressed in terms of a combination of the consequences of an event or a change in circumstances, and their likelihood.
5. Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequences, or likelihood.

Risks are assessed using AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines. The following risk rating table has been utilised to categorise risks according to their rating and the potential action required.

RISK RATING					
Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	M	H	H	E	E
Likely	M	M	H	H	E
Possible	L	M	M	H	E
Unlikely	L	M	M	H	H
Rare	L	L	M	M	H

Risk Rating		Action Required
L	Low Risk	Managed by Routine Procedures
M	Medium Risk	Planned Action Required
H	High Risk	Prioritised action required

⁶ Department of Treasury and Finance, Government of South Australia.

E	Extreme Risk	Immediate corrective action required
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The major risk factors in each of the financial models are:

- ⇒ Whether general purpose and local road grants increases will maintain pace within inflation be over the life of the Plan.

Risk Rating:	Medium (Likelihood – Possible; Consequences – Moderate)
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- ⇒ The inability of the Shire to source other grant funding and contributions for the capital projects detailed in the Plan.

Risk Rating:	High (Likelihood – Possible; Consequences – Major)
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- ⇒ Potential expansion of services required by the community not included in the Plan.

Risk Rating:	Medium (Likelihood – Possible; Consequences – Moderate)
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- ⇒ Imposition of additional regulatory requirements by the Commonwealth and State Governments

Risk Rating:	Medium (Likelihood – Possible; Consequences – Moderate)
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The above risks apply to all three scenario models proposed in this Plan; and should external funding be reduced, not achieved, or delayed, then the timing of capital projects will need to be reviewed.

FINANCIAL PROJECTIONS

The financial projections in this LTFP have been developed in a format that conforms to the *Local Government (Financial Management) Regulations 1996* and the Australian Accounting Standards. This format has been chosen as it allows projections to feed into the statutory format of the Annual Budget and key performance measures into the LTFP to be compared with Annual Budgets and annual Financial Reports. The statutory schedules include:

- ⇒ Statement of Comprehensive Income;
- ⇒ Statement of Financial Position (Balance Sheet) and Equity Statement;
- ⇒ Statement of Cash Flows; and
- ⇒ Rate Setting Statement.

The Statement of Comprehensive income shows what is expected to happen during the year in terms of revenue, expenses, and other adjustments from all activities. A small surplus is estimated for each year of the LTFP.

The Statement of Financial Position is a snapshot of the expected financial position of the Shire at the end of the financial year. It reports what is expected to be owned (assets) and what is expected to be owed (liabilities). The bottom line "Net Assets" represents the net worth of the Council. The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next 12 months. Non-current refers to assets and liabilities that are recoverable or which fall due over a longer period than 12 months.

The Statement of Cash Flows shows what is expected to happen during the year in terms of cash. The net cash provided by operating activities shows how much cash is expected to remain after paying for the services provided to the community. This can be used to fund other activities such as capital works and infrastructure. The information in this statement assists in the assessment of the ability to generate cash flows and meet financial commitments as they fall due, including debt repayments.

The Closing Balance detailed in the Rate Setting Statement reveals the net surplus/deficit for each year. The surplus/deficit for each year has not been carried forward, but rather represents funds that are available to fund additional expenditure or funds required by the Shire to deliver a balanced budget.

The Statements are supported by schedules for:

- ⇒ Capital works;
- ⇒ Cash reserves;
- ⇒ Loan repayment schedules; and
- ⇒ Depreciation calculations.

CONCLUSION – IMPLEMENTATION AND REVIEW OF THE LTFP

The Council will consider the content of the LTFP when preparing the Annual Budget for 2023-24 and subsequent years, and it is expected that adopted budgets will be closely aligned with the proposals in the LTFP and assumptions underpinning this.

A desktop review of the LTFP will occur each year as budgets are prepared to account for performance information and changing circumstances.

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

APPENDIX 1

Base Case Scenario Model

Statutory Statements

COMPREHENSIVE INCOME STATEMENT BY FUNCTION/ACTIVITY										
	FORWARD PROJECTIONS									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
EXPENDITURE										
General Purpose Funding	(124,466)	(129,053)	(133,201)	(137,187)	(141,296)	(145,546)	(150,245)	(155,509)	(160,960)	(166,567)
Governance	(654,450)	(678,492)	(700,453)	(721,632)	(743,366)	(765,842)	(790,661)	(818,417)	(847,185)	(876,750)
Law, Order, Public Safety	(223,891)	(232,553)	(239,742)	(247,102)	(254,458)	(262,913)	(270,246)	(280,102)	(290,514)	(299,506)
Health	(116,839)	(121,207)	(124,722)	(128,334)	(132,078)	(136,398)	(140,117)	(145,169)	(150,505)	(155,125)
Education & Welfare	(77,142)	(79,941)	(82,499)	(84,968)	(87,511)	(90,143)	(93,055)	(96,317)	(99,692)	(103,166)
Housing	(80,872)	(83,835)	(86,414)	(89,036)	(91,733)	(94,731)	(97,529)	(101,038)	(104,723)	(108,148)
Community Amenities	(353,262)	(366,271)	(377,889)	(389,130)	(400,725)	(412,865)	(425,954)	(440,914)	(456,438)	(472,114)
Recreation and Culture	(955,223)	(995,241)	(1,020,080)	(1,049,889)	(1,080,718)	(1,114,674)	(1,160,979)	(1,188,180)	(1,230,932)	(1,270,785)
Transport	(2,410,850)	(2,489,104)	(2,547,325)	(2,853,108)	(2,956,236)	(3,027,955)	(3,098,372)	(3,210,694)	(3,330,783)	(3,421,327)
Economic Services	(287,738)	(297,887)	(307,104)	(316,227)	(325,734)	(335,782)	(346,345)	(358,542)	(371,223)	(383,962)
Other Property and Services	(67,550)	(77,159)	(82,357)	(85,358)	(88,199)	(91,400)	(94,233)	(97,794)	(101,548)	(104,951)
Total Expenses	(5,352,283)	(5,550,743)	(5,701,787)	(6,101,971)	(6,302,055)	(6,478,251)	(6,667,737)	(6,892,676)	(7,144,502)	(7,362,401)
REVENUE										
General Purpose Funding	3,556,588	3,732,981	3,870,153	4,075,516	4,274,590	4,463,286	4,639,208	4,842,509	5,026,134	5,243,313
Governance	505	510	515	525	536	547	558	569	580	592
Law, Order, Public Safety	52,604	53,175	71,027	72,471	73,945	75,450	76,985	78,552	80,150	81,782
Health	7,167	7,254	7,341	7,495	7,653	7,814	7,979	8,147	8,319	8,494
Education & Welfare	20,984	21,513	39,329	40,285	41,264	42,269	43,299	44,355	45,438	46,549
Housing	93,757	96,522	99,369	102,326	105,371	108,507	111,736	115,062	118,487	122,014
Community Amenities	54,989	56,629	58,317	60,062	61,858	63,709	65,614	67,577	69,599	71,681
Recreation and Culture	39,937	40,557	58,464	59,750	61,066	62,412	63,788	65,196	66,635	68,108
Transport	145,699	147,156	148,627	151,600	154,632	157,724	160,879	164,096	167,378	170,726
Economic Services	108,043	111,284	114,623	118,061	121,603	125,251	129,009	132,879	136,865	140,971
Other Property & Services	59,973	61,126	62,307	63,846	65,426	67,045	68,707	70,411	72,159	73,953
Total Revenues	4,140,246	4,328,707	4,530,071	4,751,937	4,967,944	5,174,013	5,367,761	5,589,353	5,791,745	6,028,183
NET RESULT	(1,212,036)	(1,222,037)	(1,171,716)	(1,350,034)	(1,334,111)	(1,304,238)	(1,299,976)	(1,303,324)	(1,352,757)	(1,334,218)
BORROWING COST EXPENSE										
Housing	(14,903)	(10,294)	(7,849)	(6,771)	(5,657)	(4,506)	(3,316)	(2,086)	(815)	0
Economic Services	(784)	(422)	(71)	0	0	0	0	0	0	0
Other Property & Services	(9,790)	(8,851)	(7,875)	(6,859)	(5,801)	(3,631)	(3,846)	(3,143)	(1,124)	(81)
Total Borrowing Costs	(15,687)	(10,716)	(7,920)	(6,771)	(5,657)	(4,506)	(3,316)	(2,086)	(815)	0
NON-OPERATING REVENUE										
Law, Order & Public Safety	13,633	13,769	13,907	14,185	14,469	14,758	15,053	15,354	465,662	15,975
Recreation & Culture	498,739	520,039	537,848	553,983	570,602	587,720	606,600	627,376	648,865	671,093
Transport	687,230	687,230	687,230	687,230	687,230	687,230	687,230	687,230	687,230	687,230
Total Non-Operating Revenue	1,199,602	1,221,038	1,238,985	1,255,398	1,272,301	1,289,709	1,308,884	1,329,961	1,801,757	1,374,298
PROFIT/(LOSS) ON SALE OF ASSETS										
Transport Profit	0	0	0	0	0	0	0	0	0	0
Transport Loss	0	0	0	0	0	0	0	0	0	0
Total Profit(Loss)	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	(28,121)	(11,715)	59,349	(101,407)	(67,467)	(19,035)	5,592	24,551	448,185	40,080

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COMPREHENSIVE INCOME STATEMENT BY NATURE & TYPE

	FORWARD PROJECTIONS									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUE										
Rates	1,998,430	2,125,402	2,270,629	2,433,491	2,593,951	2,744,280	2,892,365	3,041,224	3,197,747	3,365,520
Operating Grants/Subsidies/Contributions	1,711,621	1,728,737	1,797,843	1,833,800	1,870,476	1,907,885	1,946,043	1,984,964	2,024,663	2,065,157
Interest Earnings	126,474	161,734	139,380	152,761	161,674	169,750	166,691	189,624	184,589	201,218
Fees & Charges	303,723	312,834	322,219	331,886	341,842	352,098	362,661	373,540	384,747	396,289
Other Income	0	0	0	0	0	0	0	0	0	0
	4,140,246	4,328,707	4,530,071	4,751,937	4,967,944	5,174,013	5,367,761	5,589,353	5,791,745	6,028,183
EXPENSES										
Employee Costs	(2,108,917)	(2,177,961)	(2,245,312)	(2,548,783)	(2,625,247)	(2,704,004)	(2,797,884)	(2,889,600)	(2,990,736)	(3,095,412)
Materials & Contracts	(1,231,531)	(1,298,257)	(1,345,026)	(1,390,308)	(1,459,598)	(1,477,887)	(1,539,075)	(1,584,949)	(1,640,780)	(1,704,603)
Utilities	(93,117)	(95,911)	(98,788)	(101,752)	(105,313)	(108,999)	(112,814)	(116,762)	(120,849)	(125,683)
Depreciation on Non-Current Assets	(1,731,711)	(1,781,402)	(1,806,439)	(1,847,095)	(1,891,196)	(1,960,813)	(1,982,730)	(2,057,886)	(2,141,383)	(2,177,336)
Interest Expenses	(25,477)	(19,567)	(15,795)	(13,630)	(11,458)	(8,137)	(7,162)	(5,229)	(1,939)	(81)
Insurances	(126,817)	(135,694)	(143,836)	(151,027)	(157,069)	(163,351)	(169,885)	(176,681)	(183,748)	(191,098)
Other Expenditure	(50,400)	(52,668)	(54,511)	(56,147)	(57,831)	(59,566)	(61,502)	(63,655)	(65,882)	(68,188)
	(5,367,970)	(5,561,459)	(5,709,707)	(6,108,742)	(6,307,712)	(6,482,757)	(6,671,053)	(6,894,762)	(7,145,317)	(7,362,401)
Net Result	(1,227,723)	(1,232,753)	(1,179,636)	(1,356,805)	(1,339,768)	(1,308,744)	(1,303,292)	(1,305,410)	(1,353,572)	(1,334,218)
NON-OPERATING REVENUE										
Non-Operating Grants & subsidies	1,199,602	1,221,038	1,238,985	1,255,398	1,272,301	1,289,709	1,308,884	1,329,961	1,801,757	1,374,298
Profit on Asset Disposals	0	0	0	0	0	0	0	0	0	0
Loss on Asset Disposals	0	0	0	0	0	0	0	0	0	0
	1,199,602	1,221,038	1,238,985	1,255,398	1,272,301	1,289,709	1,308,884	1,329,961	1,801,757	1,374,298
TOTAL COMPREHENSIVE INCOME	(28,121)	(11,715)	59,349	(101,407)	(67,467)	(19,035)	5,592	24,551	448,185	40,080

STATEMENT OF FINANCIAL POSITION

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Current assets										
Unrestricted Cash - Municipal	115,031	115,114	115,106	115,160	115,204	115,410	116,008	116,172	119,181	119,785
Restricted Cash - Reserves	2,505,302	2,540,570	2,841,693	3,029,860	3,195,905	3,082,240	3,617,029	3,451,209	3,825,608	4,476,980
Restricted Cash - Grant Liability	0	0	0	0	0	0	0	0	0	0
Trade and other receivables	154,905	154,905	154,905	154,905	154,905	154,905	154,905	154,905	154,905	154,905
Self Supporting Loans	29,031	29,031	29,031	29,031	29,031	29,031	29,031	29,031	29,031	29,031
Inventories	17,256	17,256	17,256	17,256	17,256	17,256	17,256	17,256	17,256	17,256
Other assets	63,166	63,166	63,166	63,166	63,166	63,166	63,166	63,166	63,166	63,166
Total current assets	2,884,691	2,920,041	3,221,157	3,409,378	3,575,467	3,462,008	3,997,395	3,831,740	4,209,147	4,861,124
Non-current assets										
Self Supporting Loans	280,345	280,345	280,345	280,345	280,345	280,345	280,345	280,345	280,345	280,345
Trade Receivables - Pensioners	0	0	0	0	0	0	0	0	0	0
Other Financial Assets	58,352	58,352	58,352	58,352	58,352	58,352	58,352	58,352	58,352	58,352
Inventories	0	0	0	0	0	0	0	0	0	0
Property, plant and equipment	19,966,381	19,883,941	19,611,082	19,355,065	19,164,947	19,179,016	18,599,668	18,712,178	18,793,227	18,248,910
Infrastructure	105,816,108	105,742,597	105,710,814	105,618,032	105,513,251	105,537,164	105,521,082	105,522,986	105,441,851	105,366,127
Total non-current assets	126,121,186	125,965,235	125,660,593	125,311,794	125,016,895	125,054,877	124,459,447	124,573,861	124,573,775	123,953,734
Total assets	129,005,877	128,885,276	128,881,750	128,721,172	128,592,362	128,516,885	128,456,842	128,405,601	128,782,922	128,814,858
Current liabilities										
Trade and other payables	301,748	301,748	301,748	301,748	301,748	301,748	301,748	301,748	301,748	301,748
Contract liabilities	0	0	0	0	0	0	0	0	0	0
Borrowings	108,890	62,875	59,171	61,343	56,440	65,638	75,795	70,864	8,142	0
Provisions	257,665	257,665	257,665	257,665	257,665	257,665	257,665	257,665	257,665	257,665
Total current liabilities	668,303	622,288	618,584	620,756	615,853	625,051	635,208	630,277	567,555	559,413
Non-current liabilities										
Borrowings	465,618	402,743	343,572	282,229	225,789	160,151	84,356	13,492	5,350	5,350
Provisions	52,407	52,407	52,407	52,407	52,407	52,407	52,407	52,407	52,407	52,407
Total non-current liabilities	518,025	455,150	395,979	334,636	278,196	212,558	136,763	65,899	57,757	57,757
Total liabilities	1,186,328	1,077,438	1,014,563	955,392	894,049	837,609	771,971	696,176	625,312	617,170
Net assets	127,819,550	127,807,835	127,867,184	127,765,777	127,698,310	127,679,275	127,684,867	127,709,418	128,157,602	128,197,682
Equity										
Retained surplus	9,737,588	9,690,605	9,448,831	9,159,257	8,925,745	9,020,375	8,491,178	8,681,549	8,755,334	8,144,042
Asset revaluation reserve	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660
Other reserves	2,505,302	2,540,570	2,841,693	3,029,860	3,195,905	3,082,240	3,617,029	3,451,209	3,825,608	4,476,980
Total equity	127,819,550	127,807,835	127,867,184	127,765,777	127,698,310	127,679,275	127,684,867	127,709,418	128,157,602	128,197,682

STATEMENT OF CHANGES IN EQUITY

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Retained surplus										
Balance as at 1 July	9,985,142	9,737,588	9,690,605	9,448,831	9,159,257	8,925,745	9,020,375	8,491,178	8,681,549	8,755,334
Total comprehensive Income	(28,121)	(11,715)	59,349	(101,407)	(67,467)	(19,035)	5,592	24,551	448,185	40,080
Tfr Prior Yr Increment to Retained Surplus										
Transfer from /(to) reserves	(219,433)	(35,268)	(301,123)	(188,167)	(166,045)	113,665	(534,789)	165,820	(374,398)	(651,373)
Balance as at 30 June	9,737,588	9,690,605	9,448,831	9,159,257	8,925,745	9,020,375	8,491,178	8,681,549	8,755,334	8,144,042
Reserves - cash backed										
Balance as at 1 July	2,285,869	2,505,302	2,540,570	2,841,693	3,029,860	3,195,905	3,082,240	3,617,029	3,451,209	3,825,608
Transfer from /(to) retained surplus	219,433	35,268	301,123	188,167	166,045	(113,665)	534,789	(165,820)	374,398	651,373
Balance as at 30 June	2,505,302	2,540,570	2,841,693	3,029,860	3,195,905	3,082,240	3,617,029	3,451,209	3,825,608	4,476,980
Reserves - asset revaluation										
Balance as at 1 July	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660
Changes on revaluation of N/C Assets	0	0	0	0	0	0	0	0	0	0
Tfr Prior Yr Increment to Retained Surplus	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660	115,576,660
Total Equity	127,819,550	127,807,835	127,867,184	127,765,777	127,698,310	127,679,275	127,684,867	127,709,418	128,157,602	128,197,682

STATEMENT OF CASH FLOWS										
	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Cash Flows from operating activities										
EXPENDITURE										
Employee Costs	(2,108,917)	(2,177,961)	(2,245,312)	(2,548,783)	(2,625,247)	(2,704,004)	(2,797,884)	(2,889,600)	(2,990,736)	(3,095,412)
Materials & Contracts	(1,231,531)	(1,298,257)	(1,345,026)	(1,390,308)	(1,459,598)	(1,477,887)	(1,539,075)	(1,584,949)	(1,640,780)	(1,704,603)
Utilities	(93,117)	(95,911)	(98,788)	(101,752)	(105,313)	(108,999)	(112,814)	(116,762)	(120,849)	(125,683)
Insurance	(126,817)	(135,694)	(143,836)	(151,027)	(157,069)	(163,351)	(169,885)	(176,681)	(183,748)	(191,098)
Interest Expenses	(25,477)	(19,567)	(15,795)	(13,630)	(11,458)	(8,137)	(7,162)	(5,229)	(1,939)	(81)
Goods & Services Tax	0	0	0	0	0	0	0	0	0	0
Other	(50,400)	(52,668)	(54,511)	(56,147)	(57,831)	(59,566)	(61,502)	(63,655)	(65,882)	(68,188)
	(3,636,259)	(3,780,057)	(3,903,268)	(4,261,647)	(4,416,516)	(4,521,944)	(4,688,323)	(4,836,876)	(5,003,934)	(5,185,065)
REVENUE										
Rates	1,998,430	2,125,402	2,270,629	2,433,491	2,593,951	2,744,280	2,892,365	3,041,224	3,197,747	3,365,520
Operating Grants	1,711,621	1,728,737	1,797,843	1,833,800	1,870,476	1,907,885	1,946,043	1,984,964	2,024,663	2,065,157
Fees and Charges	303,723	312,834	322,219	331,886	341,842	352,098	362,661	373,540	384,747	396,289
Interest Received	126,474	161,734	139,380	152,761	161,674	169,750	166,691	189,624	184,589	201,218
Goods & Services Tax	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
	4,140,246	4,328,707	4,530,071	4,751,937	4,967,944	5,174,013	5,367,761	5,589,353	5,791,745	6,028,183
Net Cash flows from Operating Activities	503,988	548,649	626,803	490,290	551,428	652,069	679,438	752,476	787,811	843,118
Cash flows from investing activities										
Payments										
Payment for Land and Buildings	(191,800)	(96,250)	(294,250)	(77,250)	(141,250)	(129,250)	(149,250)	(227,750)	(109,250)	(142,250)
Payment for Purchase of Plant and Equipment	(339,000)	(608,000)	(157,500)	(437,500)	(435,500)	(768,500)	(40,500)	(891,500)	(1,051,500)	(233,500)
Payment for Purchase of Furniture and Equipment	0	0	(12,500)	0	0	(12,500)	(12,500)	(25,000)	(12,500)	(25,000)
Payment for Infrastructure Assets- Roads	(1,058,197)	(1,058,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)
Payment for Infrastructure Assets- Footpaths	0	0	0	0	0	0	0	(26,500)	(33,500)	(15,000)
Payment for Infrastructure Assets- Drainage	0	0	0	0	0	(15,000)	(15,000)	(45,000)	(30,000)	(30,000)
Payment for Infrastructure Assets - Parks & Ovals	(20,000)	0	(14,000)	0	0	(102,000)	(105,500)	(82,000)	(20,000)	(40,000)
Payment for Infrastructure Assets - Other	(20,000)	0	(36,350)	(1,350)	(1,350)	(29,350)	(1,350)	(1,350)	(1,350)	(19,350)
Receipts										
Proceeds from financial assets at amortised cost	0	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Assets	350,000	137,000	76,000	81,000	45,000	121,000	0	190,000	180,000	11,000
Contributions towards Development of Assets	1,199,602	1,221,038	1,238,985	1,255,398	1,272,301	1,289,709	1,308,884	1,329,961	1,801,757	1,374,298
Net cash flows from investing activities	(79,395)	(404,409)	(262,812)	(242,899)	(323,996)	(709,088)	(78,413)	(842,336)	(339,540)	(182,999)
Cash flows from Financing Activities										
Loan Repayments -Principal	(117,620)	(108,890)	(62,875)	(59,171)	(61,343)	(56,440)	(65,638)	(75,795)	(70,864)	(8,142)
Proceeds from New Debentures	0	0	0	0	0	0	0	0	0	0
Self Supporting Loan Principal Payments Rec'd	0	0	0	0	0	0	0	0	0	0
Net cash flows from financing activities	(117,620)	(108,890)	(62,875)	(59,171)	(61,343)	(56,440)	(65,638)	(75,795)	(70,864)	(8,142)
Net (decrease)/increase in cash held	306,973	35,350	301,116	188,220	166,089	(113,459)	535,387	(165,655)	377,407	651,977
Cash at the Beginning of Reporting Period	2,313,360	2,620,333	2,655,683	2,956,799	3,145,020	3,311,109	3,197,650	3,733,037	3,567,382	3,944,789
Cash at the End of Reporting Period	2,620,333	2,655,683	2,956,799	3,145,020	3,311,109	3,197,650	3,733,037	3,567,382	3,944,789	4,596,766

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RATE SETTING STATEMENT										
	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
OPERATING REVENUE										
General Purpose Funding	1,561,969	1,611,505	1,603,567	1,646,189	1,684,928	1,723,423	1,751,393	1,805,971	1,833,214	1,882,766
Governance	505	510	515	525	536	547	558	569	580	592
Law, Order Public Safety	52,604	53,175	71,027	72,471	73,945	75,450	76,985	78,552	80,150	81,782
Health	7,167	7,254	7,341	7,495	7,653	7,814	7,979	8,147	8,319	8,494
Education and Welfare	20,984	21,513	39,329	40,285	41,264	42,269	43,299	44,355	45,438	46,549
Housing	93,757	96,522	99,369	102,326	105,371	108,507	111,736	115,062	118,487	122,014
Community Amenities	54,989	56,629	58,317	60,062	61,858	63,709	65,614	67,577	69,599	71,681
Recreation and Culture	39,937	40,557	58,464	59,750	61,066	62,412	63,788	65,196	66,635	68,108
Transport	145,699	147,156	148,627	151,600	154,632	157,724	160,879	164,096	167,378	170,726
Economic Services	108,043	111,284	114,623	118,061	121,603	125,251	129,009	132,879	136,865	140,971
Other Property and Services	59,973	61,126	62,307	63,846	65,426	67,045	68,707	70,411	72,159	73,953
TOTAL REVENUE	2,145,627	2,207,230	2,263,485	2,322,611	2,378,282	2,434,151	2,479,946	2,552,815	2,598,826	2,667,636
LESS OPERATING EXPENDITURE										
General Purpose Funding	(124,466)	(129,053)	(133,201)	(137,187)	(141,296)	(145,546)	(150,245)	(155,509)	(160,960)	(166,567)
Governance	(654,450)	(678,492)	(700,453)	(721,632)	(743,366)	(765,842)	(790,661)	(818,417)	(847,185)	(876,750)
Law, Order, Public Safety	(223,891)	(232,553)	(239,742)	(247,102)	(254,458)	(262,913)	(270,246)	(280,102)	(290,514)	(299,506)
Health	(116,839)	(121,207)	(124,722)	(128,334)	(132,078)	(136,398)	(140,117)	(145,169)	(150,505)	(155,125)
Education and Welfare	(77,142)	(79,941)	(82,499)	(84,968)	(87,511)	(90,143)	(93,055)	(96,317)	(99,692)	(103,166)
Housing	(95,775)	(94,129)	(94,263)	(95,807)	(97,390)	(99,237)	(100,845)	(103,124)	(105,538)	(108,148)
Community Amenities	(353,262)	(366,271)	(377,889)	(389,130)	(400,725)	(412,865)	(425,954)	(440,914)	(456,438)	(472,114)
Recreation and Culture	(955,223)	(995,241)	(1,020,080)	(1,049,889)	(1,080,718)	(1,114,674)	(1,160,979)	(1,188,180)	(1,230,932)	(1,270,785)
Transport	(2,410,850)	(2,489,104)	(2,547,325)	(2,853,108)	(2,956,236)	(3,027,955)	(3,098,372)	(3,210,694)	(3,330,783)	(3,421,327)
Economic Services	(288,522)	(298,309)	(307,175)	(316,227)	(325,734)	(335,782)	(346,345)	(358,542)	(371,223)	(383,962)
Other Property & Services	(67,550)	(77,159)	(82,357)	(85,358)	(88,199)	(91,400)	(94,233)	(97,794)	(101,548)	(104,951)
TOTAL EXPENSES	(5,367,970)	(5,561,459)	(5,709,707)	(6,108,742)	(6,307,712)	(6,482,757)	(6,671,053)	(6,894,762)	(7,145,317)	(7,362,401)
<i>Increase(Decrease)</i>	(3,222,342)	(3,354,230)	(3,446,222)	(3,786,131)	(3,929,430)	(4,048,606)	(4,191,107)	(4,341,947)	(4,546,491)	(4,694,765)
ADD										
(Profit) on the disposal of assets	0	0	0	0	0	0	0	0	0	0
Loss on the disposal of assets	0	0	0	0	0	0	0	0	0	0
Depreciation Written Back	1,731,711	1,781,402	1,806,439	1,847,095	1,891,196	1,960,813	1,982,730	2,057,886	2,141,383	2,177,336
<i>Sub Total</i>	1,731,711	1,781,402	1,806,439	1,847,095	1,891,196	1,960,813	1,982,730	2,057,886	2,141,383	2,177,336
INVESTING ACTIVITIES										
Purchase Buildings/Renewals	(191,800)	(96,250)	(294,250)	(77,250)	(141,250)	(129,250)	(149,250)	(227,750)	(109,250)	(142,250)
Purchase Plant and Equipment	(339,000)	(608,000)	(157,500)	(437,500)	(435,500)	(768,500)	(40,500)	(891,500)	(1,051,500)	(233,500)
Purchase Furniture and Equipment	0	0	(12,500)	0	0	(12,500)	(12,500)	(25,000)	(12,500)	(25,000)
Infrastructure Assets - Roads	(1,058,197)	(1,058,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)	(1,063,197)
Infrastructure Assets - Footpaths	0	0	0	0	0	0	0	(26,500)	(33,500)	(15,000)
Infrastructure Assets - Drainage	0	0	0	0	0	(15,000)	(15,000)	(45,000)	(30,000)	(30,000)
Infrastructure Assets - Parks & Ovals	(20,000)	0	(14,000)	0	0	(102,000)	(105,500)	(82,000)	(20,000)	(40,000)
Infrastructure Assets - Other	(20,000)	0	(36,350)	(1,350)	(1,350)	(29,350)	(1,350)	(1,350)	(1,350)	(19,350)
Proceeds from Sale of Assets	350,000	137,000	76,000	81,000	45,000	121,000	0	190,000	180,000	11,000
Contributions for the Development of Assets	1,199,602	1,221,038	1,238,985	1,255,398	1,272,301	1,289,709	1,308,884	1,329,961	1,801,757	1,374,298
Amount Attributable to Investing Activities	(79,395)	(404,409)	(262,812)	(242,899)	(323,996)	(709,088)	(78,413)	(842,336)	(339,540)	(182,999)
FINANCING ACTIVITIES										
Repayment of Debt - Loan Principal	(117,620)	(108,890)	(62,875)	(59,171)	(61,343)	(56,440)	(65,638)	(75,795)	(70,864)	(8,142)
Transfer to Reserves	(472,433)	(506,268)	(382,623)	(544,667)	(510,695)	(533,835)	(575,289)	(535,680)	(569,048)	(846,023)
Transfers From Reserves	253,000	471,000	81,500	356,500	344,650	647,500	40,500	701,500	194,650	194,650
Amount Attributable to Financing Activities	(337,053)	(144,158)	(363,998)	(247,338)	(227,388)	57,225	(600,427)	90,025	(445,262)	(659,515)
FUNDING SOURCES										
Loans	0	0	0	0	0	0	0	0	0	0
Opening Surplus/ (Deficit)	0	0	0	0	0	0	0	0	0	0
Closing (Surplus)/Deficit	0	0	0	0	0	0	0	0	0	0
TO BE MADE UP FROM GENERAL RATES	(1,907,079)	(2,121,394)	(2,266,593)	(2,429,273)	(2,589,618)	(2,739,657)	(2,887,218)	(3,036,373)	(3,189,911)	(3,359,943)

APPENDIX 2

Capital Works Program

Base Case Scenario Model

CAPITAL WORKS PROGRAM – LAND & BUILDINGS

LAND AND BUILDINGS ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	0	0	0	0	0	0	0	0	0	0
Emergency Services - Renewal Allowance (AMP)	10,000	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450
Health Building Renewal Allowance (AMP)	0	0	0	30,000	0	0	60,000	0	0	0
Community housing	0	0	0	0	0	0	0	0	0	0
Renewal Allowance (AMP)	94,000	20,000	140,000	0	57,000	50,000	0	70,000	40,000	73,000
Renewal Allowance (AMP)	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800	7,800
Renewal Allowance (AMP)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	73,500	10,000	10,000
Renwal Allowance (AMP)	0	5,000	45,000	10,000	10,000	20,000	10,000	15,000	10,000	10,000
Renewal Allowance (AMP)	15,000	5,000	15,000	13,000	15,000	15,000	15,000	27,000	15,000	15,000
Darkan Sports Precinct	0	0	0	0	0	0	0	0	0	0
Renewal Allowance (AMP)	50,000	42,000	70,000	0	20,000	20,000	20,000	28,000	20,000	20,000
Renewal Allowance (AMP)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Staff Housing Improvements	0	0	0	0	0	0	0	0	0	0
New Staff House	0	0	0	0	0	0	0	0	0	0
Office - Shire depot	0	0	0	0	0	0	0	0	0	0
Administration Centre	0	0	0	0	15,000	0	20,000	0	0	0
TOTAL EXPENDITURE	191,800	96,250	294,250	77,250	141,250	129,250	149,250	227,750	109,250	142,250

LAND & BUILDINGS FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
Commonwealth Government Grant	0	0	0	0	0	0	0	0	0	0
Commonwealth Government Grant	0	0	0	0	0	0	0	0	0	0
Commonwealth Government Grant	0	0	0	0	0	0	0	0	0	0
Council Municipal Funds	191,800	96,250	294,250	77,250	141,250	129,250	149,250	227,750	109,250	142,250
TOTAL FUNDING	191,800	96,250	294,250	77,250	141,250	129,250	149,250	227,750	109,250	142,250

CAPITAL WORKS PROGRAM – PLANT & EQUIPMENT

PLANT & EQUIPMENT ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Generators	0	0	0	0	0	0	0	0	0	0
Loader	0	0	0	0	0	0	0	0	0	0
Water tanker	0	0	0	0	0	0	0	0	0	0
Passenger vehicles	0	0	0	0	0	0	0	0	0	0
Mower	0	0	0	0	0	0	0	0	0	0
Trailer	0	0	0	0	0	0	0	0	0	0
Plant Replacement (AMP)	339,000	608,000	157,500	437,500	435,500	768,500	40,500	891,500	1,051,500	233,500
TOTAL EXPENDITURE	339,000	608,000	157,500	437,500	435,500	768,500	40,500	891,500	1,051,500	233,500

PLANT & EQUIPMENT FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Proceeds from Sale of Plant	350,000	137,000	76,000	81,000	45,000	121,000	0	190,000	180,000	11,000
Plant Reserve Fund Transfers	0	0	0	0	0	0	0	0	0	0
Municipal Funds	(11,000)	471,000	81,500	356,500	390,500	647,500	40,500	701,500	871,500	222,500
TOTAL FUNDING	339,000	608,000	157,500	437,500	435,500	768,500	40,500	891,500	1,051,500	233,500

CAPITAL WORKS PROGRAM – FURNITURE & EQUIPMENT

FURNITURE & EQUIPMENT ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Governance										
Other Property F&E General Renewal Allowance (AMP)	0	0	12,500	0	0	12,500	12,500	25,000	12,500	25,000
TOTAL EXPENDITURE	0	0	12,500	0	0	12,500	12,500	25,000	12,500	25,000

FURNITURE & EQUIPMENT FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Reserve Funds	0	0	0	0	0	0	0	0	0	0
Council Funds	0	0	12,500	0	0	12,500	12,500	25,000	12,500	25,000
TOTAL FUNDING	0	0	12,500	0	0	12,500	12,500	25,000	12,500	25,000

CAPITAL WORKS PROGRAM – ROAD INFRASTRUCTURE

ROADS ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Boyup Brook Arthur Road	388,909	381,030	200,000	200,000	203,030	436,030	436,030	436,030	436,030	436,030
Darkan Williams Road	147,121	25,000	0	0	100,000	100,000	100,000	100,000	100,000	100,000
Bowelling Duranillin Road	0	130,000	336,030	336,030	233,000	0	0	0	0	0
Trigwell Bridge Road	0	0	0	0	0	0	0	0	0	0
Howie Road	0	0	0	0	0	0	0	0	0	0
Dust Suppression	0	0	0	0	0	0	0	0	0	0
To be determined	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877
Gravel Sheeting Renewal (AMP)	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000
Crossover Rural Renewal (AMP)	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290	4,290
Kerb Replacement Renewal (AMP)	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
TOTAL EXPENDITURE	1,058,197	1,058,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197

ROADS & BRIDGES FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Roads to Recovery Grant Funding	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877	329,877
Regional Road Group Grant Funding	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353	357,353
Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
Municipal Funds	370,967	370,967	375,967	375,967	375,967	375,967	375,967	375,967	375,967	375,967
TOTAL FUNDING	1,058,197	1,058,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197	1,063,197

CAPITAL WORKS PROGRAM – FOOTPATHS INFRASTRUCTURE

FOOTPATHS ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
CE2 - Footpaths and town paving Renewal (AMP)	0	0	0	0	0	0	0	26,500	33,500	15,000
TOTAL EXPENDITURE	0	0	0	0	0	0	0	26,500	33,500	15,000

FOOTPATHS FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Footpath Grant Funding	0	0	0	0	0	0	0	0	0	0
LRCI Phase 3.5 Funding	0	0	0	0	0	0	0	0	0	0
Municipal Fund	0	0	0	0	0	0	0	26,500	33,500	15,000
TOTAL FUNDING	0	0	0	0	0	0	0	26,500	33,500	15,000

CAPITAL WORKS PROGRAM – PARKS & OVALS INFRASTRUCTURE

PARKS & OVALS ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
General Allowance Renewal (AMP)	0	0	5,000	0	0	73,500	15,000	60,500	15,000	30,000
CE8 Playground Grant Renewals (AMP)	0	0	0	0	0	0	20,000	0	0	0
CE8 Playground Muni Renewals (AMP)	0	0	0	0	0	0	40,000	0	0	0
New and Renewal of Infrastructure Renewal (AMP)	20,000	0	0	0	0	0	0	0	0	0
CE8 Lighting Improvements Upgrades (AMP)	0	0	0	0	0	0	10,000	0	0	0
General Allowance Renewal (AMP)	0	0	4,000	0	0	28,500	5,000	11,000	5,000	10,000
General Allowance Renewal (AMP)	0	0	5,000	0	0	0	15,500	10,500	0	0
TOTAL EXPENDITURE	20,000	0	14,000	0	0	102,000	105,500	82,000	20,000	40,000

PARKS & OVALS FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
LRCI Phase 3.5 Funding	0	0	0	0	0	0	0	0	0	0
Municipal Fund	20,000	0	14,000	0	0	102,000	105,500	82,000	20,000	40,000
TOTAL FUNDING	20,000	0	14,000	0	0	102,000	105,500	82,000	20,000	40,000

CAPITAL WORKS PROGRAM – OTHER INFRASTRUCTURE

OTHER INFRASTRUCTURE ITEM DESCRIPTION	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Darkan Refuse Site	0	0	0	0	0	0	0	0	0	0
Potable Water Infrastructure	0	0	0	0	0	0	0	0	0	0
Lake Towerrinning	0	0	0	0	0	0	0	0	0	0
Darkan Railway Reserve - Family Space	0	0	0	0	0	0	0	0	0	0
Lake Towerrinning	0	0	0	0	0	0	0	0	0	0
Car Park Renewals (AMP)	0	0	35,000	0	0	28,000	0	0	0	0
Boat Ramp Maintenance (AMP)	0	0	0	0	0	0	0	0	0	18,000
Road Sign Renewals (AMP)	20,000	0	0	0	0	0	0	0	0	0
General Allowance Renewal	0	0	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350
	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	20,000	0	36,350	1,350	1,350	29,350	1,350	1,350	1,350	19,350

OTHER INFRASTRUCTURE FUNDING SOURCES	PROPOSED REVENUE									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Other Grants	0	0	0	0	0	0	0	0	0	0
Municipal Fund	20,000	0	36,350	1,350	1,350	29,350	1,350	1,350	1,350	19,350
TOTAL FUNDING	20,000	0	36,350	1,350	1,350	29,350	1,350	1,350	1,350	19,350

APPENDIX 3

Base Case Scenario Model

Cash Reserves

LEAVE RESERVE

Purpose - To be used to fund long service leave and annual leave requirements.

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	124,784	129,775	136,264	141,715	147,384	153,279	159,410	172,786	179,697	186,885
Transfer from Accumulated Surplus										
- Interest Earned	4,991	6,489	5,451	5,669	5,895	6,131	6,376	6,911	7,188	7,475
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	129,775	136,264	141,715	147,384	153,279	159,410	172,786	179,697	186,885	194,360

PLANT RESERVE

Purpose - To be used to fund the purchase of major plant

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33

Opening Balance	563,165	632,692	493,327	631,560	650,322	631,685	309,452	589,330	221,403	385,609
Transfer from Accumulated Surplus										
- Interest Earned	22,527	31,635	19,733	25,262	26,013	25,267	12,378	23,573	8,856	15,424
- Other Transfers	300,000	300,000	200,000	350,000	300,000	300,000	308,000	310,000	350,000	406,000
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	(253,000)	(471,000)	(81,500)	(356,500)	(344,650)	(647,500)	(40,500)	(701,500)	(194,650)	(194,650)
CLOSING BALANCE	632,692	493,327	631,560	650,322	631,685	309,452	589,330	221,403	385,609	612,383

BUILDING RESERVE

Purpose - To be used to fund the construction and maintenance of Council Buildings

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	191,338	238,992	290,942	342,580	396,283	452,134	510,219	570,628	633,453	698,791
Transfer from Accumulated Surplus										
- Interest Earned	7,654	11,950	11,638	13,703	15,851	18,085	20,409	22,825	25,338	27,952
- Other Transfers	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	146,000

Less Transfer to Accumulated Surplus

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	238,992	290,942	342,580	396,283	452,134	510,219	570,628	633,453	698,791	872,743

TOWN DEVELOPMENT RESERVE

Purpose - To be used to enhance town infrastructure

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	1,575	1,638	1,720	1,789	1,860	1,935	27,012	28,093	29,216	30,385
Transfer from Accumulated Surplus										
- Interest Earned	63	82	69	72	74	77	1,080	1,124	1,169	1,215
- Other Transfers	0	0	0	0	0	25,000	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0

CLOSING BALANCE	1,638	1,720	1,789	1,860	1,935	27,012	28,093	29,216	30,385	31,600
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RECREATION RESERVE

Purpose - To be used to enhance recreation infrastructure.

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	168,184	174,911	183,657	191,003	198,643	206,589	214,853	223,447	232,385	241,680
Transfer from Accumulated Surplus										
- Interest Earned	6,727	8,746	7,346	7,640	7,946	8,264	8,594	8,938	9,295	9,667
- Other Transfers	0	0	0	0	0	0	0	0	0	100,000
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	174,911	183,657	191,003	198,643	206,589	214,853	223,447	232,385	241,680	351,347

HERITAGE RESERVE

Purpose - To be used to maintain and improve the heritage buildings of the Shire.

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	6,574	6,837	7,179	7,466	7,765	8,075	8,398	8,734	9,084	9,447
Transfer from Accumulated Surplus										
- Interest Earned	263	342	287	299	311	323	336	349	363	378
- Other Transfers	0	0	0	0	0	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	6,837	7,179	7,466	7,765	8,075	8,398	8,734	9,084	9,447	9,825

COMMUNITY HOUSING RESERVE

Purpose - To be used for the maintenance and provision of housing within the Shire

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33

Opening Balance	144,209	149,977	157,476	163,775	170,326	177,139	184,224	191,593	199,257	207,227
Transfer from Accumulated Surplus										
- Interest Earned	5,768	7,499	6,299	6,551	6,813	7,086	7,369	7,664	7,970	8,289
- Other Transfers	0	0	0	0	0	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	149,977	157,476	163,775	170,326	177,139	184,224	191,593	199,257	207,227	215,517

WASTE MANAGEMENT RESERVE

Purpose - To be used to assist with funding future infrastructure requirements for waste management

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	26,436	27,493	28,868	30,022	31,223	32,472	33,771	35,122	36,527	37,988
Transfer from Accumulated Surplus										
- Interest Earned	1,057	1,375	1,155	1,201	1,249	1,299	1,351	1,405	1,461	1,520
- Other Transfers	0	0	0	0	0	0	0	0	0	0

Less Transfer to Accumulated Surplus

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	27,493	28,868	30,022	31,223	32,472	33,771	35,122	36,527	37,988	39,507

DARKAN SWIMMING POOL RESERVE

Purpose - To be used to assist with funding works at the Darkan swimming pool

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	55,696	57,924	60,820	63,253	65,783	68,414	71,151	73,997	76,957	80,035
Transfer from Accumulated Surplus										
- Interest Earned	2,228	2,896	2,433	2,530	2,631	2,737	2,846	2,960	3,078	3,201
- Other Transfers	0	0	0	0	0	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	57,924	60,820	63,253	65,783	68,414	71,151	73,997	76,957	80,035	83,237

INFORMATION TECHNOLOGY RESERVE

Purpose - To be used to for upgrades to computers and office equipment

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	57,544	59,846	62,838	65,352	67,966	79,184	82,351	85,645	89,071	92,634
Transfer from Accumulated Surplus										
- Interest Earned	2,302	2,992	2,514	2,614	2,719	3,167	3,294	3,426	3,563	3,705
- Other Transfers	0	0	0	0	8,500	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	59,846	62,838	65,352	67,966	79,184	82,351	85,645	89,071	92,634	96,339

DARKAN SPORT AND COMMUNITY CENTRE RESERVE

Purpose - To be used to maintain and improve the Darkan Sport and Community Centre

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33

Opening Balance	365,184	409,791	460,281	508,692	559,040	611,402	665,858	722,492	781,392	842,648
Transfer from Accumulated Surplus										
- Interest Earned	14,607	20,490	18,411	20,348	22,362	24,456	26,634	28,900	31,256	33,706
- Other Transfers	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	409,791	460,281	508,692	559,040	611,402	665,858	722,492	781,392	842,648	906,354

ARTHUR RIVER COUNTRY CLUB RESERVE

Purpose - To be used to maintain and improve the Arthur River Country Club

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	47,356	55,250	64,013	72,574	81,477	90,736	100,365	110,380	120,795	131,627
Transfer from Accumulated Surplus										
- Interest Earned	1,894	2,763	2,561	2,903	3,259	3,629	4,015	4,415	4,832	5,265
- Other Transfers	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000

Less Transfer to Accumulated Surplus

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	55,250	64,013	72,574	81,477	90,736	100,365	110,380	120,795	131,627	142,892

MUSEUM RESERVE

Purpose - To be used to maintain and to provide new displays at the museum

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	127,562	132,664	139,297	144,869	150,664	156,691	162,959	169,477	176,256	183,306
Transfer from Accumulated Surplus										
- Interest Earned	5,102	6,633	5,572	5,795	6,027	6,268	6,518	6,779	7,050	7,332
- Other Transfers	0	0	0	0	0	0	0	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0

CLOSING BALANCE

132,664	139,297	144,869	150,664	156,691	162,959	169,477	176,256	183,306	190,638
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MOODIARRUP SPORTS CLUB RESERVE

Purpose - To be used to maintain and improve the Moodiarrup Sports Club reserve

PROPOSED ESTIMATES									
2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33

Opening Balance	23,108	29,032	35,484	41,903	48,579	55,522	62,743	70,253	78,063	86,186
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Transfer from Accumulated Surplus

- Interest Earned	924	1,452	1,419	1,676	1,943	2,221	2,510	2,810	3,123	3,447
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- Other Transfers	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
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Less Transfer to Accumulated Surplus

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
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CLOSING BALANCE

29,032	35,484	41,903	48,579	55,522	62,743	70,253	78,063	86,186	94,633
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LANDCARE RESERVE

Purpose - To be used to fund landcare expenditure of the Shire

PROPOSED ESTIMATES									
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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	28,977	30,136	31,643	32,909	34,225	35,594	37,018	45,499	47,319	49,212
Transfer from Accumulated Surplus										
- Interest Earned	1,159	1,507	1,266	1,316	1,369	1,424	1,481	1,820	1,893	1,968
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	30,136	31,643	32,909	34,225	35,594	37,018	45,499	47,319	49,212	51,180

CORPORATE PLANNING AND VALUATION RESERVE

Purpose - To be used to fund the corporate planning and valuation expenditure of the Shire

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	4,543	4,725	4,961	5,159	5,365	5,580	5,803	13,035	13,556	14,098

Transfer from Accumulated Surplus

- Interest Earned	182	236	198	206	215	223	232	521	542	564
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	4,725	4,961	5,159	5,365	5,580	5,803	13,035	13,556	14,098	14,662

KIDS CENTRAL RESERVE

Purpose - To be used to fund the renewal of equipment and infrastructure

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	7,371	7,666	8,049	8,371	8,706	9,054	9,416	16,793	17,465	18,163
Transfer from Accumulated Surplus										
- Interest Earned	295	383	322	335	348	362	377	672	699	727
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	7,666	8,049	8,371	8,706	9,054	9,416	16,793	17,465	18,163	18,890

THE SHED RESERVE

Purpose - To be used to fund the renewal of equipment and infrastructure

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	13,209	13,737	14,424	15,001	15,601	16,225	16,874	24,549	25,531	26,552
Transfer from Accumulated Surplus										
- Interest Earned	528	687	577	600	624	649	675	982	1,021	1,062
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	13,737	14,424	15,001	15,601	16,225	16,874	24,549	25,531	26,552	27,614

RECREATION TRAILS RESERVE

Purpose - To be used for the construction and maintenance of recreation trails

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	1,255	1,305	1,370	1,425	1,482	1,541	1,603	8,667	9,013	9,374
Transfer from Accumulated Surplus										
- Interest Earned	50	65	55	57	59	62	64	347	361	375
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	1,305	1,370	1,425	1,482	1,541	1,603	8,667	9,013	9,374	9,749

COMMUNITY GYM RESERVE

Purpose - To be used for the renewal of gym equipment and activities

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33

Opening Balance	4,364	4,539	4,766	4,957	5,155	5,361	5,575	12,798	13,310	13,842
Transfer from Accumulated Surplus										
- Interest Earned	175	227	191	198	206	214	223	512	532	554
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	4,539	4,766	4,957	5,155	5,361	5,575	12,798	13,310	13,842	14,396

ECONOMIC DEVELOPMENT RESERVE

Purpose - To be used for economic development initiatives that benefit the Shire

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	82,262	85,552	89,830	93,423	97,160	101,047	105,088	116,292	120,944	125,781
Transfer from Accumulated Surplus										
- Interest Earned	3,290	4,278	3,593	3,737	3,886	4,042	4,204	4,652	4,838	5,031
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0

Less Transfer to Accumulated Surplus

-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0
CLOSING BALANCE	85,552	89,830	93,423	97,160	101,047	105,088	116,292	120,944	125,781	130,813

ROAD RESERVE

Purpose - To be used to fund road improvements or urgent repairs

	PROPOSED ESTIMATES									
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Opening Balance	241,173	250,820	263,361	273,895	284,851	296,245	308,095	327,419	340,516	354,136
Transfer from Accumulated Surplus										
- Interest Earned	9,647	12,541	10,534	10,956	11,394	11,850	12,324	13,097	13,621	14,165
- Other Transfers	0	0	0	0	0	0	7,000	0	0	0
Less Transfer to Accumulated Surplus										
-Transfer to Municipal Fund	0	0	0	0	0	0	0	0	0	0

CLOSING BALANCE	250,820	263,361	273,895	284,851	296,245	308,095	327,419	340,516	354,136	368,302
TOTAL RESERVES	2,505,302	2,540,570	2,841,693	3,029,860	3,195,905	3,082,240	3,617,029	3,451,209	3,825,608	4,476,980

APPENDIX 4

Base Case Scenario Model

Loan Repayment Schedules

2023-24		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.23	2023-24	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	96,079	0	5,003	53,559	42,520
WA Cottage Homes	73	309,375		9,900	30,007	279,368
Economic Services						
Industrial land	72	28,059	0	784	10,950	17,109
Other Property & Services						
New Loader	74	258,616	0	9,790	23,104	235,512
		692,129	0	25,477	117,620	574,509

2024-25		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.24	2024-25	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	42,520	0	1,402	42,520	0

WA Cottage Homes	73	279,368	0	8,892	31,016	248,352
Economic Services						
Industrial land	72	17,109	0	422	11,312	5,797
Other Property & Services						
New Loader	74	235,512	0	8,851	24,042	211,470
		574,509	0	19,567	108,890	465,619

2025-26 LOAN DESCRIPTION	LOAN No.	PRINCIPAL 01.07.25	NEW LOANS 2025-26	INTEREST REPAYMENT	PRINCIPAL REPAYMENT	CLOSING BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	248,352	0	7,849	32,059	216,293
Economic Services						
Industrial land	72	5,797	0	71	5,797	0
Other Property & Services						
New Loader	74	211,470	0	7,875	25,019	186,451

	465,619	0	15,795	62,875	402,744
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2026-27		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.26	2026-27	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	216,293	0	6,771	33,136	183,157
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	186,451	0	6,859	26,035	160,416
		402,744	0	13,630	59,171	343,573

2027-28		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.27	2027-28	REPAYMENT	REPAYMENT	BALANCE
Housing						

GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	183,157	0	5,657	34,250	148,907
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	160,416	0	5,801	27,093	133,323
		343,573	0	11,458	61,343	282,230

2028-29		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.28	2028-29	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	148,907	0	4,506	35,401	113,506
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						

New Loader	74	133,323	0	3,631	21,039	112,284
		282,230	0	8,137	56,440	225,790

2029-30		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.29	2029-30	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	113,506	0	3,316	36,591	76,915
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	112,284	0	3,846	29,047	83,237
		225,790	0	7,162	65,638	160,152

2030-31		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.30	2030-31	REPAYMENT	REPAYMENT	BALANCE

Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	76,915	0	2,086	37,821	39,094
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	83,237	0	3,143	37,974	45,263
		160,152	0	5,229	75,795	84,357

2031-32		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.31	2031-32	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	39,094	0	815	39,094	0
Economic Services						
Industrial land	72	0	0	0	0	0

Other Property & Services						
New Loader	74	45,263	0	1,124	31,770	13,493
		84,357	0	1,939	70,864	13,493

2032-33		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
LOAN DESCRIPTION	LOAN No.	01.07.32	2032-33	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	0	0	0	0	0
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	13,493	0	81	8,142	5,351
		13,493	0	81	8,142	5,351

2033-34		PRINCIPAL	NEW LOANS	INTEREST	PRINCIPAL	CLOSING
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LOAN DESCRIPTION	LOAN No.	01.07.33	2033-34	REPAYMENT	REPAYMENT	BALANCE
Housing						
GROH Housing	70	0	0	0	0	0
WA Cottage Homes	73	0	0			0
Economic Services						
Industrial land	72	0	0	0	0	0
Other Property & Services						
New Loader	74	5,351	0		5,351	0
		5,351	0	0	5,351	0

APPENDIX 5

Base Case Scenario Model

Depreciation Schedule

DEPRECIATION SCHEDULE
2023-24

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	16,689,094	43,127	5,103,000	0	86,200,119	19,098,000	4,166,056	132,126,496
Assets Acquired during the year	0	191,800	0	339,000	20,000	1,058,197	0	20,000	1,628,997
Assets Disposed during the year	0	0	0	(350,000)	0	0	0	0	(350,000)
Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	16,880,894	43,127	5,092,000	20,000	87,258,316	19,098,000	4,186,056	133,405,493
Depreciation at the beginning of the year	0	(209,160)	(26,768)	(2,048,911)	0	(969,195)	(2,499,205)	(138,054)	(5,891,293)
Depreciation Expense Raised	0	(211,564)	(4,833)	(395,504)	0	(981,093)	0	(138,717)	(1,731,711)
Depreciation Expense Written Back on Disposals	0	0	0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	0

Depreciation at the end of Year	0	(420,724)	(31,601)	(2,444,415)	0	(1,950,288)	(2,499,205)	(276,771)	(7,623,004)
Net Asset Values at the end of the year	827,100	16,460,170	11,526	2,647,585	20,000	85,308,028	16,598,795	3,909,285	125,782,489

DEPRECIATION SCHEDULE

2024-25

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	16,880,894	43,127	5,092,000	20,000	87,258,316	19,098,000	4,186,056	133,405,493
Assets Acquired during the year	0	96,250	0	608,000	0	1,058,197	0	0	1,762,447
Assets Disposed during the year	0		0	(137,000)	0	0	0	0	(137,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	16,977,144	43,127	5,563,000	20,000	88,316,513	19,098,000	4,186,056	135,030,940
Depreciation at the beginning of the year	0	(420,724)	(31,601)	(2,444,415)	0	(1,950,288)	(2,499,205)	(276,771)	(7,623,004)
Depreciation Expense Raised	0	(212,770)	(4,833)	(432,087)	0	(992,991)	0	(138,717)	(1,781,398)

Depreciation Expense Written Back on Disposals	0	0	0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	0
Depreciation at the end of Year	0	(633,494)	(36,434)	(2,876,502)	0	(2,943,279)	(2,499,205)	(415,488)	(9,404,402)
Net Asset Values at the end of the year	827,100	16,343,650	6,693	2,686,498	20,000	85,373,234	16,598,795	3,770,568	125,626,538

DEPRECIATION SCHEDULE

2025-26

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	16,977,144	43,127	5,563,000	20,000	88,316,513	19,098,000	4,186,056	135,030,940
Assets Acquired during the year	0	294,250	12,500	157,500	0	1,063,197	0	50,350	1,577,797
Assets Disposed during the year	0		0	(76,000)	0	0	0	0	(76,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,271,394	55,627	5,644,500	20,000	89,379,710	19,098,000	4,236,406	136,532,737

Depreciation at the beginning of the year	0	(633,494)	(36,434)	(2,876,502)	0	(2,943,279)	(2,499,205)	(415,488)	(9,404,402)
Depreciation Expense Raised	0	(216,458)	(6,234)	(438,417)	0	(1,004,945)	0	(140,385)	(1,806,439)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(849,952)	(42,668)	(3,314,919)	0	(3,948,224)	(2,499,205)	(555,873)	(11,210,841)
Net Asset Values at the end of the year	827,100	16,421,442	12,959	2,329,581	20,000	85,431,486	16,598,795	3,680,533	125,321,896

DEPRECIATION SCHEDULE

2026-27

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,271,394	55,627	5,644,500	20,000	89,379,710	19,098,000	4,236,406	136,532,736
Assets Acquired during the year	0	77,250	0	437,500		1,063,197	0	1,350	1,579,297
Assets Disposed during the year	0	0	0	(81,000)	0	0	0	0	(81,000)

Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,348,644	55,627	6,001,000	20,000	90,442,907	19,098,000	4,237,756	138,031,03
Depreciation at the beginning of the year	0	(849,952)	(42,668)	(3,314,919)	0	(3,948,224)	(2,499,205)	(555,873)	(11,210,841)
Depreciation Expense Raised	0	(217,426)	(6,234)	(466,107)	0	(1,016,899)	0	(140,430)	(1,847,096)
Depreciation Expense Written Back on Disposals	0		0	0		0	0	0	0
Revaluation Increments/(decrements)	0		0	0		0	0	0	0
Depreciation at the end of Year	0	(1,067,378)	(48,902)	(3,781,026)	0	(4,965,123)	(2,499,205)	(696,303)	(13,057,937)
Net Asset Values at the end of the year	827,100	16,281,266	6,725	2,219,974	20,000	85,477,784	16,598,795	3,541,453	124,973,09

DEPRECIATION SCHEDULE
2027-28

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,348,644	55,627	6,001,000	20,000	90,442,907	19,098,000	4,237,756	138,031,03

Assets Acquired during the year	0	141,250	0	435,500	0	1,063,197	0	1,350	1,641,297
Assets Disposed during the year	0		0	(45,000)	0	0	0	0	(45,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,489,894	55,627	6,391,500	20,000	91,506,104	19,098,000	4,239,106	139,627,33
Depreciation at the beginning of the year	0	(1,067,378)	(48,902)	(3,781,026)	0	(4,965,123)	(2,499,205)	(696,303)	(13,057,937)
Depreciation Expense Raised	0	(219,196)	(6,234)	(496,438)	0	(1,028,853)	0	(140,475)	(1,891,196)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(1,286,574)	(55,136)	(4,277,464)	0	(5,993,976)	(2,499,205)	(836,778)	(14,949,135)
Net Asset Values at the end of the year	827,100	16,203,320	491	2,114,036	20,000	85,512,128	16,598,795	3,402,328	124,678,190

DEPRECIATION SCHEDULE
2028-29

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
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	\$		\$		\$		\$		\$
Asset Balance at the beginning of the year	827,100	17,489,894	55,627	6,391,500	20,000	91,506,104	19,098,000	4,239,106	139,627,33
Assets Acquired during the year	0	129,250	12,500	768,500	0	1,063,197	15,000	131,350	2,119,797
Assets Disposed during the year	0		0	(121,000)	0	0	0	0	(121,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,619,144	68,127	7,039,000	20,000	92,569,301	19,113,000	4,370,456	141,626,12
Depreciation at the beginning of the year	0	(1,286,574)	(55,136)	(4,277,464)	0	(5,993,976)	(2,499,205)	(836,778)	(14,949,13
Depreciation Expense Raised	0	(220,816)	(7,635)	(546,730)	0	(1,040,807)	0	(144,827)	(1,960,815)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(1,507,390)	(62,771)	(4,824,194)	0	(7,034,783)	(2,499,205)	(981,605)	(16,909,94
Net Asset Values at the end of the year	827,100	16,111,754	5,356	2,214,806	20,000	85,534,518	16,613,795	3,388,851	124,716,18

DEPRECIATION SCHEDULE
2029-30

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,619,144	68,127	7,039,000	20,000	92,569,301	19,113,000	4,370,456	141,626,128
Assets Acquired during the year	0	149,250	12,500	40,500	0	1,063,197	15,000	106,850	1,387,297
Assets Disposed during the year	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,768,394	80,627	7,079,500	20,000	93,632,498	19,128,000	4,477,306	143,013,425
Depreciation at the beginning of the year	0	(1,507,390)	(62,771)	(4,824,194)	0	(7,034,783)	(2,499,205)	(981,605)	(16,909,948)
Depreciation Expense Raised	0	(222,687)	(9,035)	(549,876)	0	(1,052,761)	0	(148,368)	(1,982,727)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(1,730,077)	(71,806)	(5,374,070)	0	(8,087,544)	(2,499,205)	(1,129,973)	(18,892,675)
Net Asset Values at the end of the year	827,100	16,038,317	8,821	1,705,430	20,000	85,544,954	16,628,795	3,347,333	124,120,751

DEPRECIATION SCHEDULE
2030-31

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,768,394	80,627	7,079,500	20,000	93,632,498	19,128,000	4,477,306	143,013,42
Assets Acquired during the year	0	227,750	25,000	891,500	0	1,089,697	45,000	83,350	2,362,297
Assets Disposed during the year	0		0	(190,000)	0	0	0	0	(190,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	17,996,144	105,627	7,781,000	20,000	94,722,195	19,173,000	4,560,656	145,185,72
Depreciation at the beginning of the year	0	(1,730,077)	(71,806)	(5,374,070)	0	(8,087,544)	(2,499,205)	(1,129,973)	(18,892,675)
Depreciation Expense Raised	0	(225,541)	(11,837)	(604,362)	0	(1,065,013)	0	(151,130)	(2,057,883)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(1,955,618)	(83,643)	(5,978,432)	0	(9,152,557)	(2,499,205)	(1,281,103)	(20,950,558)

Net Asset Values at the end of the year	827,100	16,040,526	21,984	1,802,568	20,000	85,569,638	16,673,795	3,279,553	124,235,16
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DEPRECIATION SCHEDULE

2031-32

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	17,996,144	105,627	7,781,000	20,000	94,722,195	19,173,000	4,560,656	145,185,7
Assets Acquired during the year	0	109,250	12,500	1,051,500	0	1,096,697	30,000	21,350	2,321,297
Assets Disposed during the year	0		0	(180,000)	0	0	0	0	(180,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	18,105,394	118,127	8,652,500	20,000	95,818,892	19,203,000	4,582,006	147,327,0
Depreciation at the beginning of the year	0	(1,955,618)	(83,643)	(5,978,432)	0	(9,152,557)	(2,499,205)	(1,281,103)	(20,950,55
Depreciation Expense Raised	0	(226,910)	(13,238)	(672,053)	0	(1,077,344)	0	(151,838)	(2,141,385
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0

Revaluation Increments/(decrements)	0	0	0	0	0	0	0	0	
Depreciation at the end of Year	0	(2,182,528)	(96,881)	(6,650,485)	0	(10,229,901)	(2,499,205)	(1,432,941)	(23,091,941)
Net Asset Values at the end of the year	827,100	15,922,866	21,246	2,002,015	20,000	85,588,991	16,703,795	3,149,065	124,235,000

DEPRECIATION SCHEDULE

2032-33

Program	Land	Buildings	Furniture and Equip.	Plant and Equip.	Other Infrastructure	Roads	Bridges	Parks & Ovals	Total
	\$		\$	\$		\$	\$		\$
Asset Balance at the beginning of the year	827,100	18,105,394	118,127	8,652,500	20,000	95,818,892	19,203,000	4,582,006	147,327,000
Assets Acquired during the year	0	142,250	25,000	233,500	0	1,078,197	30,000	59,350	1,568,297
Assets Disposed during the year	0		0	(11,000)	0	0	0	0	(11,000)
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Asset Balance at the end of the year	827,100	18,247,644	143,127	8,875,000	20,000	96,897,089	19,233,000	4,641,356	148,884,300
Depreciation at the beginning of the year	0	(2,182,528)	(96,881)	(6,650,485)	0	(10,229,901)	(2,499,205)	(1,432,941)	(23,091,941)

Depreciation Expense Raised	0	(228,693)	(16,039)	(689,335)	0	(1,089,467)	0	(153,804)	(2,177,338)
Depreciation Expense Written Back on Disposals	0		0	0	0	0	0	0	0
Revaluation Increments/(decrements)	0		0	0	0	0	0	0	0
Depreciation at the end of Year	0	(2,411,221)	(112,920)	(7,339,820)	0	(11,319,368)	(2,499,205)	(1,586,745)	(25,269,218)
Net Asset Values at the end of the year	827,100	15,836,423	30,207	1,535,180	20,000	85,577,721	16,733,795	3,054,611	123,615,000

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