



Shire of  
**Bruce Rock**

*Where friends become family*



# Agenda Attachments

Thursday 18 May 2023

**SHIRE OF BRUCE ROCK**  
**AGENDA ATTACHMENTS 18 MAY 2023**

	<b>PAGE</b>
<b>ITEM 9 MINUTES FROM PREVIOUS MEETINGS</b>	
ATTACHMENT C – COUNCIL MEETING MINUTES APRIL 2023	3
<b>ITEM 10.2.1 STATEMENT OF FINANCIAL ACTIVITY</b>	
ATTACHMENT A – STATEMENT OF FINANCIAL ACTIVITY APRIL 2023	34
ATTACHMENT B – STRATEGIC PROJECTS TRACKER APRIL 2023	55
<b>ITEM 10.2.2 LIST OF PAYMENTS</b>	
ATTACHMENT A – LIST OF PAYMENTS APRIL 2023	57
<b>ITEM 10.2.3 A2465 – ADOPTION OF 10 YEARS LONG TERM FINANCIAL PLAN FOR 2023-2033</b>	
ATTACHMENT A – SOBR LONG TERM FINANCIAL PLAN 2023 DRAFT V1.1	60
<b>ITEM 10.2.4 FINANCIAL MANAGEMENT REGULATION 17 AUDIT REPORT</b>	99
ATTACHMENT A – REGULATION 17 AUDIT REPORT	
<b>ITEM 10.3.1 DEVELOPMENT APPROVAL FOR A 40-FOOT SEA CONTAINER AT 97 BUTCHER STREET, BRUCE ROCK</b>	
ATTACHMENT A - 40FT SEA CONTAINER AT 97 BUTCHER STREET BRUCE ROCK	112
<b>ITEM 10.4.2 POLICY MANUAL UPDATES</b>	
ATTACHMENT A - POLICY 2.2 "SIGNING PURCHASE ORDERS" AMENDMENTS	114
ATTACHMENT B – POLICY MANUAL CHANGES	115
<b>ITEM 11.11.1 WALGA ZONE MINUTES APRIL 2023</b>	
ATTACHMENT A – WALGA ZONE MEETING MINUTES	117
ATTACHMENT B – PRESENTATION BY WATER CORP	140
ATTACHMENT C – PRESENTATION BY MAIN ROADS	144
<b>ITEM 11.11.2 WEROC INC MEETING MINUTES APRIL 2023</b>	
ATTACHMENT A - WEROC INC. BOARD MEETING MINUTES 26042023	147
ATTACHMENT B - TOWN TEAMS MOVEMENT PROJECT PLAN	172
ATTACHMENT C - WEROC WASTE MANAGEMENT OPTION PAPER	181

SHIRE OF BRUCE ROCK

MINUTES – ORDINARY MEETING 20 APRIL 2023

TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	<b>1</b>
<b>1. Declaration of Opening</b> .....	<b>2</b>
<b>2. Record of Attendance/Apologies/Leave of Absence (Previously Approved)</b> .....	<b>2</b>
<b>3. Declarations of Interest</b> .....	<b>2</b>
<b>4. Response to Previous Public Questions Taken on Notice</b> .....	<b>2</b>
<b>5. Public Question Time</b> .....	<b>2</b>
<b>6. Petitions/Deputations/Presentations/Submissions</b> .....	<b>2</b>
<b>7. Applications for Leave of Absence</b> .....	<b>2</b>
<b>8. Announcements by Presiding Member</b> .....	<b>3</b>
<b>9. Confirmation of Minutes</b> .....	<b>3</b>
<b>10. Officers' Reports</b> .....	<b>4</b>
<b>10.1 Manager of Works and Services</b> .....	<b>4</b>
<b>10.2 Manager of Finance</b> .....	<b>5</b>
<b>10.2.1 Statement of Financial Activity</b> .....	<b>5</b>
<b>10.2.2 List of Payments</b> .....	<b>7</b>
<b>10.2.3 A2465 – Write Off Rates, Rubbish and Recycling Charges</b> .....	<b>9</b>
<b>10.2.4 Community Grant Program</b> .....	<b>12</b>
<b>10.3 Environmental Health Officer</b> .....	<b>14</b>
<b>10.3.1 Development Approval for a second dwelling on Lot 16282 Negriss Road, Bruce Rock</b>	<b>14</b>
<b>10.3.2 Deed between the Shire of Bruce Rock &amp; Ayrton Pty Ltd for subdivision of Lot 2 Golf Links Rd</b> .....	<b>16</b>
<b>10.3.3 Development Application for works to build a Staff Room on Lot 441 Strange Street, Bruce Rock</b> .....	<b>19</b>
<b>10.4 Deputy Chief Executive Officer</b> .....	<b>21</b>
<b>10.4.1 Shire President Stamp</b> .....	<b>21</b>
<b>10.5 Chief Executive Officer</b> .....	<b>22</b>
<b>10.5.1 Offer to Purchase 12 Venemore St, Shackleton</b> .....	<b>22</b>
<b>10.5.2 Offer to Purchase 40 Farrall St, Bruce Rock</b> .....	<b>25</b>
<b>11. Regional Reports</b> .....	<b>28</b>
<b>12. New Business of an urgent nature introduced by discussion of the meeting</b> .....	<b>28</b>
<b>13. Confidential Items</b> .....	<b>29</b>
<b>13.1.1 Appointment of Senior Employee – Manager of Governance &amp; Community Services</b>	<b>29</b>
<b>14. Closure of Meeting</b> .....	<b>31</b>

## SHIRE OF BRUCE ROCK

## MINUTES – ORDINARY MEETING 20 APRIL 2023

**1. Declaration of Opening**

The Shire President Cr SA Strange declared the meeting open at 3.16pm.

**2. Record of Attendance/Apologies/Leave of Absence (Previously Approved)**

President	Cr SA Strange
Councillors	Cr AR Crooks Cr KP Foss Cr NC Kilminster Cr PG Negri Cr Rajagopalan Cr J Verhoogt Cr RA Waye
Chief Executive Officer	Mr DRS Mollenoyux
Executive Assistant	Mrs M Schilling (Minutes)
Manager of Finance	Mrs M Barthakur (3.00pm to 3.58pm)
Environmental Health Officer	Mr J Goldacre (3.58pm to 4.15pm)
Apology	Cr BJ Waight

**3. Declarations of Interest**

In accordance with Section 5.65 of the Local Government Act 1995 the following disclosures of **financial** interest were made at the Council meeting.

Date	Name	Item No	Reason
20.04.23	Cr PG Negri	10.3.1	Part Owner of the land where the land where the application for the second dwelling is for

In accordance with Section 5.65 of the Local Government Act 1995 the following disclosures of **Closely Association Person and Impartiality** interest were made at the Council meeting.

Date	Name	Item No	Reason
20.04.23	Mr D Mollenoyux	10.2.4	Wife has accepted a position working with one of the applicants.

In accordance with Section 5.60B and 5.65 of the Local Government Act 1995 the following disclosures of **Proximity** interest were made at the Council meeting.

Date	Name	Item No	Reason

**4. Response to Previous Public Questions Taken on Notice****5. Public Question Time****6. Petitions/Deputations/Presentations/Submissions****7. Applications for Leave of Absence**

**8. Announcements by Presiding Member**

**9. Confirmation of Minutes**

Works and Services Committee Meeting held on Thursday 16 March 2023

**COUNCIL DECISION**

**Resolution OCM Apr 23 – 9.1.1**

**Moved: Cr Foss**

**Seconded: Cr Waye**

**Works and Services Committee Meeting held Thursday 16 March 2023 be received.**

**Carried 8/0**

Audit Committee Meeting held on Thursday 16 March 2023

**COUNCIL DECISION**

**Resolution OCM Apr 23 – 9.1.2**

**Moved: Cr Foss**

**Seconded: Cr Kilminster**

**Audit Committee Meeting held Thursday 16 March 2023 be received.**

**Carried 8/0**

Ordinary Meeting of Council held on Thursday 16 March 2023

**COUNCIL DECISION**

**Resolution OCM Apr 23 – 9.1.3**

**Moved: Cr Crooks**

**Seconded: Cr Kilminster**

**Ordinary Meeting of Council held on Thursday 16 March 2023 be confirmed as a true and correct record.**

**Carried 8/0**

**10. Officers' Reports**

**10.1 Manager of Works and Services**

Nil

## 10.2 Manager of Finance

### Agenda Reference and Subject:

**10.2.1** Statement of Financial Activity

### Reporting Officer:

Manisha Barthakur, Manager of Finance

### Author:

Manisha Barthakur, Manager of Finance

### Disclosure of Interest

Nil

### Attachment:

*Item 10.2.1 Attachment A – Statement of Financial Activity  
March 2023*

*Item 10.2.1 Attachment B – Strategic Projects Tracker March  
2023*

### Summary

A statement of financial activity must be produced monthly and presented to Council.

### Background

In accordance with the Local Government Act 1995, a Statement of Financial Activity must be presented to each Council meeting, including a comparison of actual year to date to the budget year to date and variances from it. It must also include explanations of any variances and any other associated information that would be useful for readers of the report.

### Comment

The Statement of Financial Activity will be made available to Councillors prior to the meeting.

### Consultation

Darren Mollenoyux, Chief Executive Officer  
Alan O'Toole, Deputy Chief Executive Officer  
David Holland, Manager of Works and Services  
Julian Goldacre, Environmental Health Officer  
Mike Darby, Senior Finance Officer and other staff

### Statutory Implications

r. 34 Local Government (Financial Management) Regulations 1996

#### **34. Financial activity statement required each month (Act s. 6.4)**

*(1) A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22(1)(d), for that month in the following detail –*

- (a) annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c); and*
- (b) budget estimates to the end of the month to which the statement relates; and*
- (c) actual amounts of expenditure, revenue and income to the end of the month to which the statement relates; and*
- (d) material variances between the comparable amounts referred to in paragraphs (b) and (c); and*
- (e) the net current assets at the end of the month to which the statement relates.*

*(4) A statement of financial activity, and the accompanying documents referred to in sub regulation (2), are to be –*

- (a) presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and*

*(b) recorded in the minutes of the meeting at which it is presented.*

**Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> Financial performance is not monitored against approved budget		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Minor	Moderate
<b>Action / Strategy</b>		
The monthly financial report tracks the Shire’s actual financial performance against its budgeted financial performance to ensure that the Council is able to monitor to Shire’s financial performance throughout the year.		

**Financial Implications**

Comparison of actual year to date to the 2022-23 Budget

**Strategic Implications**

*Shire of Bruce Rock – Strategic Community Plan 2022-2032*

**Governance**

4.1 Our organisation is well positioned and has capacity for the future

**Voting Requirements**

Simple Majority

<p><b>COUNCIL DECISION</b>  <b>Resolution OCM Apr 23 – 10.2.1</b></p> <p><b>Moved: Cr Rajagopalan</b>  <b>Seconded: Cr Negri</b></p> <p><b>That the Statements of Financial Activity for the month ending 31 March 2023 are received.</b></p> <p style="text-align: right;"><b>Carried 8/0</b></p>
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<b>Agenda Reference and Subject:</b>	<b>10.2.2</b> List of Payments
<b>Reporting Officer:</b>	Manisha Barthakur, Manager of Finance
<b>Author:</b>	Mike Darby, Senior Finance Officer
<b>Disclosure of Interest:</b>	Nil
<b>Attachments:</b>	<i>Item 10.2.2 Attachment A – List of Payments March 2023</i>

**Summary**

List of payments made since the last Ordinary Council Meeting.

**Background**

As the Chief Executive Officer has been delegated the authority to make payments from the municipal and trust funds, a list of payments made is to be presented to Council each month. Also, in accordance with Finance Policy Number 2.3, included is a list of payments made with the CEO’s credit card.

**Comment**

Following is a list of payments made from Council’s Municipal and Trust Accounts and payments made with the CEO’s credit card for the month of March 2023.

If you have any queries regarding the list of payments, please advise prior to the meeting to enable staff to seek relevant information.

**Consultation**

Nil

**Statutory Implications**

s.6.10 Local Government Act 1995

r.13(1) Local Government (Financial Management) Regulations 1996

**Policy Implications**

Nil

**Risk Implications**

Please refer to **Appendix 1** to obtain the likelihood, consequence and rating.

<b>Risk:</b> Payments are not monitored against approved budget and delegation.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Minor	Moderate
<b>Action / Strategy</b>		
The monthly list of payments provides an open and transparent record of payments made under the appropriate approved delegations.		

**Financial Implications**

Payments must be made in accordance with 2022/23 Budget.

**Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2022-2032

**Governance**

4.3 Our organisation is well positioned and has capacity for the future

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Apr 23 – 10.2.2**

**Moved: Cr Verhoogt**

**Seconded: Cr Waye**

**That Council endorse the list of payments from the:**

**1. Municipal Account consisting of:**

- a. EFT voucher numbers EFT21094 to EFT21229 totalling \$695,245.71
- b. Cheque number 115 to 118 totalling \$15,684.51
- c. Trust EFT Payments
- d. Wages and Superannuation payments totalling \$305,492.36 and
- e. Credit Card payments \$548.22

**(Please note that the credit card payment is reported separately but is a part on EFT payment)**

**With all payments totalling \$1,016,422.58 for the month of March 2023.**

**Carried 8/0**

<b>Agenda Reference and Subject:</b>	<b>10.2.3</b> A2465 – Write Off Rates, Rubbish and Recycling Charges
<b>Reporting Officer:</b>	Manisha Barthakur, Manager of Finance
<b>Author:</b>	Manisha Barthakur, Manager of Finance Mike Darby, Senior Finance Officer
<b>Disclosure of Interest:</b>	Nil
<b>Attachments:</b>	<i>Item 10.2.3 Attachment A – A2465 Financials (for Write Off)</i>

### Summary

Council are asked to provide authority to the CEO to write off the balance of rates outstanding on the property 12 Venemore Street, Shackleton as per s.6.64 *Local Government Act 1995*.

### Background

OCM Oct 22- 13.1.3.1 Council accepted the offer of Title to Lot 49, 12 Venemore Street, Shackleton in lieu of a debt and thus a possession of ownership was proceeded from the owner to the Shire of Bruce Rock. This endorsement was based on debt recovery attempts by the Shire, and the owner's personal circumstances as per the above-mentioned resolution. However, there was a component of rates associated that was outstanding and this remaining outstanding rate were deemed to be non-recoverable.

### Comment

As per s.5 of Schedule 6.3 *Local Government Act 1995* which states

"Local governments may take action to lease or sell the land to recover rates and or service charges outstanding or they may cause the land to be transferred to the Crown or to itself"

In most cases, any outstanding amounts of rates, penalty interest, rubbish and recycling and ESL are required to be written off.

Following is the property details that required the Rates to be written off due to Transfer of Ownership:

*Assessment No A 2465 (Lot 49, 12 Venemore Street, Shackleton)*

### Consultation

Darren Mollenoyux, Chief Executive Officer

### Statutory Implications

*Local Government Act 1995, section 6.68(3)*

*Schedule 6.3 – Provisions relating to sale or transfer of land where rates or service charges unpaid [Section 6.68(3)]*

5. *Application of purchase money*

*Where a local government has exercised its power of sale it is required to apply the proceeds of sale in the following manner –*

- (a) firstly – in payment of the costs, charges and expenses properly incurred by the local government in or incidental to the sale or attempted sale or the exercise of any other power conferred upon the local government by Part 6, Division 6, Subdivision 6 or this Schedule; and*
- (b) secondly – in payment of –*
  - (i) unpaid rates or service charges, for the time being due to or imposed by the local government in respect of the land; and*

- (ii) costs and other money, if any, due to or imposed in favour of the Crown in right of the State or a department, agency, or instrumentality of the Crown in right of the State; and*
- (iii) other amounts due to the local government under this or another written law, in respect of the land at the time of the sale, but where the payments required by paragraph (a) to be made have been made, and the balance of the money then remaining is not sufficient for the payment in full of the items required by this paragraph to be made, the local government is to distribute the balance of the money so remaining, between the Crown, the department, the agency, the instrumentality, and the local government, pro rata with the amounts of their claims, respectively, unless the Governor, or the Minister controlling the department, agency, instrumentality as the case requires, consents to rank after the local government; and*
- (c) thirdly — in payment of the vendor’s costs and expenses of and incidental to conferring upon the purchaser a title to the land; and*
- (d) fourthly — in or towards the discharge of a charge, if any, on the land under a written law relating to the construction of drains and fittings to connect the land with a sewer; and*
- (e) fifthly — in or towards the discharge of other mortgages and encumbrances on the land, both registered and unregistered, according to their priorities at law so far as they can be ascertained by the local government; and*
- (f) sixthly — in payment of the residue of the money within 12 months after the local government has received it to —*
  - (i) the person who would, but for the proceedings for sale, be entitled to the land; or*
  - (ii) if there are several persons who would be so entitled, then to those persons in the proportions in which they would be respectively so entitled, but if —*
    - (I) a person is entitled to an estate in reversion or remainder in the land, the local government may pay that residue into the Supreme Court under section 99 of the Trustees Act 1962; and*
    - (II) within that period of 12 months the local government has not paid the residue to the person entitled to it, it is to, on the expiration of that period, pay that residue into the Supreme Court under that section of that Act; and*
    - (III) at the expiration of 6 years after the money is so paid into the Supreme Court, proceedings have not been commenced or are not pending and the Court has not made an order to the contrary the money is to be paid into the Consolidated Account.*

*Local Government Act 1995 s.6.12*

6.12. Power to defer, grant discounts, waive or write off debts

- (1) Subject to subsection (2) and any other written law, a local government may —
  - (a) when adopting the annual budget, grant\* a discount or other incentive for the early payment of any amount of money; or
  - (b) waive or grant concessions in relation to any amount of money; or
  - (c) write off any amount of money,

which is owed to the local government.

*\* Absolute majority required.*

**Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> That rates remain unpaid resulting in less revenue for the Shire.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Minor	Minor
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Procedure’s Risk Matrix. The perceived level of risk is considered to be a “Moderate” risk. Follow the debt recovery policy and legislative requirements to ensure that all outstanding rates are collected where possible.		

**Financial Implications**

Reduction in income due to an amount of rates not being able to be collected and written off  
 Total Amount is **\$362.33**

**Strategic Implications**

*Shire of Bruce Rock Strategic Community Plan 2017-2027*

Governance

Goal 12 Council leads the organisation in a strategic and flexible manner

**Voting Requirements**

Absolute Majority

<p><b>OFFICER RECOMMENDATION AND COUNCIL DECISION</b>  <b>Resolution OCM Apr 23 – 10.2.3</b></p> <p><b>Moved: Cr Rajagopalan</b>  <b>Seconded: Cr Crooks</b></p> <p><b>That Council gives the CEO the authority to write off any remaining rates, interest, ESL Penalty and Emergency Service Levy, on the assessment to be sold for recovery of rates arrears in accordance with s.6.64 as per the tabled spreadsheet, for the following assessment A2465.</b></p> <p style="text-align: right;"><b>CARRIED BY ABSOLUTE MAJORITY 8/0</b></p>
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*Mr DRS Mollenoyux declared an interest and left the Council Chambers at 3.41pm.*

<b>Agenda Reference and Subject:</b>	<b>10.2.4</b> Community Grant Program
<b>Reporting Officer:</b>	Manisha Barthakur, Manager of Finance
<b>Author:</b>	Manisha Barthakur, Manager of Finance
<b>Disclosure of Interest:</b>	Mr DRS Mollenoyux
<b>Attachments:</b>	<i>Nil</i>

### Summary

Community groups were sent a letter regarding the Community Grant Program, which solicits submissions for consideration for the 2023-2024 budget.

### Background

Staff have commenced preparations for the 2023/2024 budget in order to get requests for consideration to be submitted early for costings and evaluation.

### Comment

Community groups in the Shire were sent a letter requesting submissions for the Community Grant Program, and the opportunity was also advertised in the Rock Review, the Shire website, and social media. Five considerations were received.

A detailed spreadsheet detailing all the requests, and officer comments will be made available to Councillors. Discussions will take place at the meeting regarding each request.

### Consultation

Darren Mollenoyux, Chief Executive Officer  
Caris Negri, Community Development Officer  
Community Groups

### Statutory Implications

Nil

### Policy Implications

Nil

### Financial Implications

Projects will be included in the 2023/2024 budget.

### Strategic Implications

Shire of Bruce Rock – Strategic Community Plan 2022-2032

*Infrastructure*

*Goal 2 – Maintain Shire owned facilities in a strategic manner and also to meet the community needs.*

*2.4 – Support the improvement and maintenance of assets in a strategic manner*

*Economy*

*Goal 6 – Tourism helps to diversify our local economy.*

*Community*

*Goal 7 – Our community are engaged and have a healthy lifestyle.*

*Goal 8 – The community can access multiple early childhood education and support services*

*8.2 – Continue to support the relationship between the Shire and early education providers in the community.*

*Governance*

*Goal 12 – Council leads the organisation in a strategic and flexible manner*

*12.5 – Lead the organisation in a financially responsible and viable manner.*

**Voting Requirements**

Simple Majority

**Officer Recommendation**

**That Council reviews and ranks in order of deemed importance the following projects in the 2023/2024 budget, subject to funds available and budget adoption.**

*Council resolution varied to Officer Recommendation to show preference to projects for consideration.*

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Apr 23 – 10.2.4**

**Moved: Cr Kilminster**

**Seconded: Cr Negri**

**That Council approves the projects 1-4 for consideration in the 2023/2024 budget, subject to funds available and budget adoption. That project 5 be declined due to Council already undertaking this project. The project are ranked in priority as follows:**

**1 – Project 4**

**2 – Project 3**

**3 – Project 1**

**4 – Project 2**

**Carried 8/0**

*Mr DRS returned to the Council Chambers at 3.58pm.*

*Ms Barthakur left the Council Chambers at 3.58pm.*

*Mr J Goldacre entered the Council Chambers at 3.58pm.*

*Cr PG Negri declared an interest and left the Council Chambers at 3.58pm.*

### 10.3 Environmental Health Officer

**Agenda Reference and Subject:**

**10.3.1** Development Approval for a second dwelling on Lot 16282 Negris Road, Bruce Rock

**Reporting Officer:**

Julian Goldacre, Environmental Health Officer

**Author:**

Julian Goldacre, Environmental Health Officer

**Disclosure of Interest**

Cr PG Negri

**Attachment:**

*Item 10.3.1 Attachment A – Second Dwelling Lot 16282 Negris Rd Development Application*

#### Summary

Council approves the Development Application for the works and use for a 36m2 transportable one-bedroom dwelling ‘Donga’ on Rural zoned land located at Lot 16282 Negris Road, Bruce Rock. That Council provides Advice Notes to assist the applicant.

#### Background

A Development Application was received by the Shire Administration Office on the 11 April 2023 for the installation ‘works’ of a 36m2 transportable one-bedroom dwelling ‘Donga’ on Rural zoned land located at Lot 16282 (the DA) for the ‘use’ of accommodation of person(s) associated with broadacre farming endeavours.

#### Comment

The Shire of Bruce Rock Local Planning Scheme No 3, clause 4.7.5 (the Scheme) sets out the requirements to obtain Council approval for a second dwelling on a single Rural lot. A review of the Scheme requirements for the proposed second dwelling (Donga) in Attachment A shows the DA to be in accordance with the Scheme requirements. Accommodation in the form of a transportable Donga style is widely used in the rural areas.

On review, the DA as presented in Attachment A for the installation ‘works’ and accommodation ‘use’ shows a custom orb clad, skillion roofed transportable Donga style single bedroom dwelling to be located 90 meters from the one existing farm lot dwelling. Note, Attachment A shows three storage silos but these have been since removed to provide an open development area with no appurtenant structures. The purpose of the Donga is for accommodation of person(s) associated with the broadacre farming endeavours undertaken on lot 17282, and related Rural zoned lots. The matter of amenity is a moot point given the custom orb cladding will enable the Donga to blend in suitably amongst the several similar style clad sheds on the property. Furthermore, the surrounding vast remanent vegetation and distance from the road will shield the Donga suitably, and with the existing farmhouse being the prominent piece of rural architecture. A suitable water supply has been confirmed and road access is available. Finally, the Donga is located neatly between the designated Bush Fire Zones and thus does not require a Bushfire Attack Level assessment.

**Consultation** Nil

#### Statutory Implications

Planning and Development (Local Planning Schemes) Regulations 2015, and Shire of Bruce Rock Local Planning Scheme No 3

**Policy Implications** Nil



**Risk Implications**

<b>Risk:</b> The development exceeds the scope of the approved development application information considered by Council and the Officer.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Rare	Minor	Low
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Procedure’s Risk Matrix. The perceived level of risk is considered to be “Low” risk and can be managed by routine procedure, and is unlikely to need specific application of resources.		

**Financial Implications**

Development Application fee of \$147.00 paid.

**Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2022-2032

**Governance**

2.3 Workers and their families can work and reside in the Shire.

**Voting Requirements**

Simple Majority

<p><b>OFFICER RECOMMENDATION AND COUNCIL DECISION</b>  <b>Resolution OCM Apr 23 – 10.3.1</b></p> <p><b>Moved: Cr Rajagopalan</b>  <b>Seconded: Cr Foss</b></p> <p><b>That Council,</b></p> <p><b>1) Approve the Development Application in this instance as presented in Attachment A for the installation works of a 36m2 transportable for the use as a one-bedroom dwelling ‘Donga’ on Rural zoned land located at Lot 16282 Negris Road, Bruce Rock, and</b></p> <p><b>2) That Council provides in good faith although not limited to, as required, the following Advice Notes –</b></p> <p><b>Advice Notes:</b></p> <p><b>a) The time period to complete this development work is two years from the date of this Council resolution unless application is made before expiry of that date to the Council of the Shire of Bruce Rock,</b></p> <p><b>b) A Building Permit is required to be issued and served by the Shire of Bruce Rock in accordance with the Building Act 2011 before construction commences,</b></p> <p><b>c) An approval to construct an apparatus for the treatment of sewerage is required to install the approved apparatus which will then require an approval to use by the Shire of Bruce Rock Authorised Officer in accordance with the Health (Treatment of Sewage and Disposal of Effluent and Liquid Waste) Regulations 1974, and</b></p> <p><b>d) A potable water supply is to be connected to the accommodation that is congruent with the Australian Drinking Water Guidelines (2011) as amended.</b></p> <p style="text-align: right;"><b>Carried 8/0</b></p>
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*Cr PG Negri returned to the Council Chambers at 4.01pm.*

**Agenda Reference and Subject:**

**10.3.2** Deed between the Shire of Bruce Rock & Ayrton Pty Ltd for subdivision of Lot 2 Golf Links Rd

**Reporting Officer:** Julian Goldacre, Environmental Health Officer

**Author:** Julian Goldacre, Environmental Health Officer

**Disclosure of Interest** Nil

**Attachment:** *Item 10.3.2 Attachment A - Deed of Agreement for Acknowledgement of Subdivision Obligation and Reimbursement.*

*Item 10.3.2 - Attachment B Consent to Andrew Kalotay of RM Surveys Pty Ltd to sign.*

**Summary**

Council endorses the Deed of Agreement. Council authorises the affixing of the Shire of Bruce Rock Common Seal onto the Deed of Agreement along with the signatures of the Shire President and CEO to be inscribed on that Deed of Agreement. To Authorise the Shire President and the Chief Executive Officer to each sign the form of consent to permit RM Surveys Pty Ltd to sign documents on behalf of the Shire of Bruce Rock.

**Background**

At the Information Session in the Council Chambers on the 18 August 2022 the Environmental Health Officer informed Council members of a request to undertake a subdivision of a portion of Lot 2 being the Golf Course lot to create a 'road' access to Lot 30. The purpose for this 'road' is to permit a Homestead Lot subdivision on Lot 30 to be considered by the Western Australian Planning Commission. Council members were advised that on advice from Western Australian Local Government Association a formal Deed to determine subdivision obligations and Reimbursements would be required. Furthermore, the Bruce Rock Golf Club committee would be corresponded with to determine their opinion on this matter.

**Comment**

Attachment A is the executable Deed of Agreement for the acknowledgement of subdivision obligation and reimbursement (the Deed) prepared by Civic Legal. The Deed is the agreement between the Shire of Bruce Rock and Ayrton Pty Ltd (Ayrton) for the requirements and obligations for the subdivision of Lot 2 on Plan 9446 on Volume-Folio 309/198A Golf Links Road. The Directors of Ayrton have inspected the Deed and have signed the back page as a statement of fact they are agreeable to the Deed as presented.

The Bruce Rock Golf Club formally stated they have no objection with the proposal to subdivide part of Lot 2 for a 'road'. It is important to note that there is no change to Lot 2 other than to create two Lots from the one to designate a 'road' portion proposed to be named 'Golf Links Road' as this is the road name signage currently in place. Furthermore, advice from the Planning Department reveals there is no requirement to gazette the road as it is essentially a no through road 'driveway' to access two Lots, which is common practice in subdivisions.

The Deed to be formally executed requires the Council approval for the Shire President and Chief Executive Officer signatures whilst in the presence of the affixing of the Shire of Bruce Rock Common Seal also as approved by Council. Consequently, pursuant to Sec. 9.49A of the Local Government Act 1995 for the instrument of the execution of the Deed, that the local government of Bruce Rock Council authorises the affixing of the Common Seal to the Deed. Furthermore, the affixing is to be done in the presence of Shire President and the Chief Executive Officer, as approved by Council, each of whom is to sign the Deed

as witnesses that the Common Seal was so affixed. With this undertaking achieved the Deed will have effect once the signatures of the Directors of Ayrton Pty Ltd have also signed the Deed.

Furthermore, as the Shire of Bruce Rock is the freehold owner of Lot 2 being the golf course Lot it will be required that approval for RM Surveys Pty Ltd (Attachment B) to sign documents related to the subdivision to be authorised. The subdivision process cannot proceed pursuant with Western Australian Planning Commission (WAPC) requirement for owner authorisation to do so. Consequently, the Shire President and the Chief Executive Officer, as approved by Council, are to each sign the form of consent to permit Mr Andrew Kalotay of RM Surveys Pty Ltd to sign the Form 1A and Form 1C documentation and to correspond with other statutory authorities, including but not limited to Western Power, and Water Corporation for the development (subdivision, amalgamation) of the landholding known as Lot 2 on Plan 9446 on Volume-Folio 309/198A. There is little risk in permitting this function of signing documents, as required, on behalf of the Shire of Bruce Rock. The final approving document the WAPC will present to Council to endorse, and-or provide conditions to will need Council approval so this is the check and balance function to ensure equitable dealings.

**Consultation**

C Meaghan, Planning Director, Land Use Planning, Department of Planning, Lands, and Heritage,  
 A Quahe, Civic Legal, Legal Services, and  
 Director of Ayrton Pty Ltd.  
 A Kalotay, Senior Licensed Surveyor, RM Surveys Pty Ltd.

**Statutory Implications**

Corporations Act 2001 (Commonwealth),  
 Interpretation Act 1984,  
 Land Administration Act 1997,  
 Local Government Act 1995, and  
 Planning and Development Act 2005.

**Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> The Deed does not cover contingencies or occurrences occurring during the road subdivision process resulting in claims and/or financial loss.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Unlikely	Moderate	Moderate
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Procedure’s Risk Matrix. The perceived level of risk is considered to be “Medium” risk and will be managed by specific monitoring and response procedures.		

**Financial Implications**

The full cost of the Deed prepared by Civic Legal has been paid in full by Ayrton Pty Ltd being a sum of \$4,565 inclusive. Furthermore, any future costs outside the Statutory set Planning and Development fees and charges incurred by the Shire of Bruce Rock will, as per the Deed, be recouped at the \$70 administrative hourly rate set in the budget, as amended.

## **Strategic Implications**

*Shire of Bruce Rock – Strategic Community Plan 2022-2032*

## **Governance**

2.2 Roads are a key economic driver across the Shire.

## **Voting Requirements**

Simple Majority.

### **OFFICER RECOMMENDATION AND COUNCIL DECISION**

#### **Resolution OCM Apr 23 – 10.3.2**

**Moved:** Cr Foss

**Seconded:** Cr Verhoogt

**That Council.**

- 1) Endorse the Deed of Agreement for the acknowledgement of subdivision obligation and reimbursement presented in Attachment A between the Shire of Bruce Rock and Ayrton Pty Ltd, and**
- 2) Authorises the affixing of the Shire of Bruce Rock Common Seal onto the Deed of Agreement for the acknowledgement of subdivision obligation and reimbursement presented in Attachment A, and thus the Shire of Bruce Rock President, and the Chief Executive Officer witnessing the affixing of the Common Seal are duly authorised to then sign the Deed of Agreement.**
- 3) Authorises the Shire President and the Chief Executive Officer to each sign the form of consent presented in Attachment B to permit Mr Andrew Kalotay of RM Surveys Pty Ltd to sign the Form 1A and Form 1C documentation and to correspond with other statutory authorities, including but not limited to Western Power, and Water Corporation for the development (subdivision and-or amalgamation, as required) of the landholding known as Lot 2 on Plan 9446 on Volume-Folio 309/198A.**

**Carried 8/0**

**Agenda Reference and Subject:**

**10.3.3** Development Application for works to build a Staff Room on Lot 441 Strange Street, Bruce Rock

**Reporting Officer:** Julian Goldacre, Environmental Health Officer

**Author:** Julian Goldacre, Environmental Health Officer

**Disclosure of Interest** Nil

**Attachment:** *Item 13.1.3 Attachment A - Development Application for a Staff Room on Lot 441 Strange Street.*

*Item 13.1.3 Attachment B - Staff Room design and location specifications.*

**Summary**

Approve the Development Application for the installation work for a Staff Room on Lot 441 Strange Road, Bruce Rock, and Advice Notes are also provided.

**Background**

On the 10 February 2023 the Shire of Bruce Rock received a Development Application for a proposed Staff Room at Lot 441 Strange Street, Bruce Rock which is a Lot associated with the Bruce Rock Engineering enterprise. The Environmental Health Officer (EHO) on receiving the information contacted the applicant to ensure their Building Surveyor was satisfied that the Staff Room location as shown on the paperwork would be acceptable for building site setbacks to meet fire protection requirements of the National Construction Code (NCC). On the 14 March 2023 the EHO received confirmation from the Building Surveyor that the set back on the Planning documentation are congruent with the NCC thus the Development Application can now be presented to Council for consideration.

**Comment**

The presented Development Application as shown in (Attachments A & B) shows the Staff Room as a 72m<sup>2</sup> appurtenant building East side of the existing large industrial building located on Lot 441 Strange Road (the DA). The DA is for the 'works' to construct the Staff Room given the proposed building 'use' is already an approved use under the Shire of Bruce Rock Local Planning Scheme No 3 (the Scheme) for the General Industry zone. Table 2 'Development Table' within the Scheme gives Council the discretion to consider the minimum boundary setback for the sides of a Lot. Given the side setback shown in the DA meets the required setback of the NCC for a Type 'C' construction the setback of four meters is deemed a suitable setback for Councils approval consideration.

The Staff Room proposed is a new onsite construction utilising site built and prefabricated components and is clad externally in custom orb metal sheeting on the walls and an open channelled type (Trim Dek or the like) roof sheet. The external wall colour is Surfsmist, and the roof is Deep Ocean, these colours are popular within the wheatbelt region and not an amenity issue for a General Industry zoned location. The Staff Room will nest agreeably along the existing workshop building and within the General Industry zone location given its steel-clad design and single-story construction.

**Consultation**

D Mollenoyux, Chief Executive Officer,  
D Wilson, Level 1 Building Surveyor, City of Kalamunda, and  
D Verhoogt, Director Bruce Rock Engineering.

**Statutory Implications**

Planning and Development (Local Planning Schemes) Regulations 2015, and  
Shire of Bruce Rock Local Planning Scheme No 3.

**Policy Implications** Nil

**Risk Implications**

<b>Risk:</b> Development occurs outside the scope presented to Council.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Unlikely	Moderate	Moderate
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Procedure’s Risk Matrix. The perceived level of risk is considered to be “Medium” risk and will be managed by specific monitoring and response procedures.		

**Financial Implications**

A Planning fee of \$147.00 has been received in to the Shire of Bruce Rock.

**Strategic Implications**

*Shire of Bruce Rock – Strategic Community Plan 2022-2032*

**Governance**

2.1 Assist the local economy to grow, and 2.3 Workers and their families can work and reside in the Shire

**Voting Requirements**

Simple Majority

<p><b>OFFICER RECOMMENDATION AND COUNCIL DECISION</b>  <b>Resolution OCM Apr 23 – 10.3.3</b></p> <p><b>Moved: Cr Crooks</b>  <b>Seconded: Cr Rajagopalan</b></p> <p><b>That Council.</b></p> <ol style="list-style-type: none"> <li>1) Approve the Development Application in this instance as presented in Attachments A &amp; B for the installation work of a 72m2 Staff Room with a four meter setback on General Industry zoned land located at Lot 441 Strange Road, Bruce Rock, and</li> <li>2) That Council provides in good faith although not limited to, as required, the following Advice</li> </ol> <p><b>Notes –</b></p> <p><b>Advice Notes:</b></p> <ol style="list-style-type: none"> <li>a) The time period to complete this development work is two years from the date of this Council resolution unless application is made before expiry of that date to the Council of the Shire of Bruce Rock,</li> <li>b) A Building Permit is required to be issued and served by the Shire of Bruce Rock in accordance with the Building Act 2011 before construction can commence, and</li> <li>c) An approval to construct an apparatus for the treatment of sewerage is NOT required provided the licensed Plumber and the Environmental Health Officer are suitably satisfied the existing septic tank has whole internal integrity in accordance with the Health (Treatment of Sewage and Disposal of Effluent and Liquid Waste) Regulations 1974, and applicable plumbing Statutes and Codes.</li> </ol> <p style="text-align: right;"><b>Carried 8/0</b></p>
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*Mr J Goldacre left the Council Chambers at 4.15pm and did not return.*

## 10.4 Deputy Chief Executive Officer

### Agenda Reference and Subject:

**10.4.1** Shire President Stamp

### Reporting Officer:

Melissa Schilling, Executive Assistant

### Author:

Melissa Schilling, Executive Assistant

### Disclosure of Interest:

Nil

### Attachments:

*Nil*

### Summary

Use of Shire President Stamp March 2023.

### Background

Nil

### Comment

As per Council's policy, the Shire President Stamp has been used during the months of March 2023 as follows:

- Compliance Audit Report

### Consultation

Nil

### Statutory Implications

Council Policy

### Policy Implications

Nil

### Financial Implications

Nil

### Strategic Implications

*Shire of Bruce Rock Strategic Community Plan 2017-2027*

### Governance

Goal 12 Council leads the organisation in a strategic and flexible manner

### Voting Requirements

Simple Majority

### OFFICER RECOMMENDATION AND COUNCIL DECISION

Resolution OCM Apr 23 – 10.4.1

Moved: Cr Verhoogt

Seconded: Cr Foss

That Council endorse the use of the Shire President Stamp during March 2023.

Carried 8/0

## 10.5 Chief Executive Officer

**Agenda Reference and Subject:**

**10.5.1** Offer to Purchase 12 Venemore St, Shackleton

**Reporting Officer:**

Darren Mollenoyux, Chief Executive Officer

**Author:**

Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest**

Nil

**Attachment:**

*Item 10.5.1 Attachment A - Confidential Market Valuation 12 Venemore St*

### Summary

Council is asked to consider an offer from Trent and Hannah Cosgrove to purchase a vacant Council lot at 12 Venemore Street Shackleton.

### Background

On the 10<sup>th</sup> February 2023 Council received a written offer of \$3,000 from Trent and Hannah Cosgrove to purchase one of Council's vacant lot located at 12 Venemore Street, Shackleton.

The applicant has advised that they are seeking to purchase this land as it adjoins their current property were they have recently undertaking major renovation and extended their house and are seeking to extend their backyard.

### Comment

This lot was recently handed back to the Shire due to non-payment of outstanding debt and requirement for Council to demolish the property.

Council has only received one other request in the past 10 years to purchase vacant land in Shackleton and that did not proceed.

In considering the offer Council needs to consider the length of time that vacant land in Shackleton has been available with no offers and potential benefits from selling the lot, such as no longer requiring maintenance of the lot such as weed control and ensuring it meets fire hazard requirements.

As per section 3.58 of the Local Government Act a valuation of the land is required for Council's consideration and assessment against the offer from the applicant.

A market valuation has been undertaken and the market valuation is assessed as below;

#### Vacant Land - 12 Venemore St, Shackleton

##### *Market Valuation Extract*

*There is little consistency between market evidence indicating a broader value range. The above information and the evidence attached herein indicates a Market Valuation Range of **\$2,000 to \$4,000**. We have adopted the midpoint of **\$3,000** in this instance, reflecting a land rate of \$3/m<sup>2</sup>. (Lot Size 1194m<sup>2</sup>)*

### Consultation

Manisha Barthakur, Manager of Finance

Mike Darby, Senior Finance Officer



**Statutory Implications**

Local Government Act 1995 - Sect 3.58

3.58 - Disposing of property

- (1) In this section —  
dispose includes to sell, lease, or otherwise dispose of, whether absolutely or not;  
property includes the whole or any part of the interest of a local government in property, but does not include money.
- (2) Except as stated in this section, a local government can only dispose of property to —
  - (a) the highest bidder at public auction; or
  - (b) the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.
- (3) A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property —
  - (a) it gives local public notice of the proposed disposition —
    - (i) describing the property concerned; and
    - (ii) giving details of the proposed disposition; and
    - (iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;
 and
  - (b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.
- (4) The details of a proposed disposition that are required by subsection (3)(a)(ii) include —
  - (a) the names of all other parties concerned; and
  - (b) the consideration to be received by the local government for the disposition; and
  - (c) the market value of the disposition —
    - (i) as ascertained by a valuation carried out not more than 6 months before the proposed disposition; or

**Policy Implications** Nil

**Risk Implications**

<b>Risk:</b> If Council does not approve the disposal of land it may remain sold for an unknown period of time.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Moderate	Moderate
<b>Action / Strategy</b>		
That Council monitors and determines the value of retaining properties that have no significant value against the ongoing costs in maintaining verses rateable income potential.		

**Financial Implications**

Council has a budget provision of \$15,000 in 2022/23 for the income for sale of vacant land.

Council needs to consider the offer of \$3,000 against the market valuation of \$3,000.

In addition, Council should be aware and consider the financial costs associated with this land following the requirement for demolition of property and outstanding rates.

Rates to be Written Off at the April 2023 Council meeting consist of \$362.33 (Rates \$262.33, Interest \$17.13, ESL Penalty \$2.67 and ESL \$77.81). Both the ESL Penalty and ESL will require approval from DFES if/when Write Off is approved by Council.

Demolition of Condemned Dwelling by West Coast Asbestos Registers \$6,000 plus GST  
Asbestos and other Waste Disposal Charges \$598.18 plus GST (This is a Council Fee)  
Both of the above were Written Off from previous property owner Debtor Account as per Council Resolution OCM Mar 21 – 11.1.1

Transfer of Property to the Shire by Turbo Settlements \$2,010.25 plus GST, \$233.64 GST Free (Total \$2,243.89)

A quote Settlements for Transfer of property if sold is \$800 plus GST.

### **Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2017-2027

Infrastructure

Goal 3: Assist the local economy to grow

Goal 4: Workers and their families can work and reside in the Shire

- 4.3 – Promote existing residential land and plan for future commercial and residential land developments to meet current and future needs

### **Voting Requirements**

Absolute Majority

#### **OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Apr 23 – 10.5.1**

**Moved: Cr Kilminster**

**Seconded: Cr Crooks**

**That Council:**

- 1. Considers the offer of \$3,000 from Trent and Hannah Cosgrove to purchase Council's vacant lot located at 12 Venemore Street, Shackleton plus their share of costs associated with the transfer and settlement process. and;**
- 2. If Council agrees then**
  - a) In accordance with section 3.58 of the Local Government Act Council authorises the Chief Executive Officer to give local public notice of its intention to dispose of the following lot to Trent and Hannah Cosgrove for the amount stated below;  
113 (Lot 143) Butcher St, Bruce Rock \$3,000 plus GST**
  - b) That at the conclusion of the advertising period should there be no public submissions the CEO be authorised to proceed with the lease or if submissions are received an item be presented to the May 2023 Ordinary Meeting of Council to consider, prior to the execution of the disposal/sale of 12 Venemore St, Shackleton.**

**CARRIED BY ABSOLUTE MAJORITY 8/0**

**Agenda Reference and Subject:**

**10.5.2** Offer to Purchase 40 Farrall St, Bruce Rock

**Reporting Officer:**

Darren Mollenoyux, Chief Executive Officer

**Author:**

Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest**

Nil

**Attachment:**

*Item 10.5.2 Attachment A – Confidential Market Valuation 40  
Farrall Street*

**Summary**

Council is asked to consider an offer from Anita Foster to purchase a vacant Council controlled (Crown Land) lot at 40 Farrall St, Bruce Rock.

**Background**

On the 23<sup>rd</sup> March 2023 Council received a written offer of \$12,500 inc gst from Anita Foster to purchase one of Council's controlled (Crown Land) vacant lot located at 40 Farrall St, Bruce Rock.

The applicant is the owner of the adjoining land being 42 Farrall St, Bruce Rock which has an old unfinished rock wall building located on it.

The applicant has advised that once agreed and accepted, would then spend 12 months planning, submitting and initiating a house build on the site and have the build complete within 24 months.

**Comment**

This lot has been available for purchase on Council's controlled (Crown Land) list and website for over 12 years, with no interest to date. There are 8 vacant lots within the Townsite of Bruce Rock owned by Council and available for purchase.

In considering the offer Council needs to consider the length of time the land has been available with no offers and potential benefits from selling the lot, such as no longer requiring maintenance of the lot, a new property and residents in town with obvious benefits that comes with that.

As per section 3.58 of the Local Government Act a valuation of the land is required for Council's consideration and assessment against the offer from the applicant.

A market valuation has been undertaken and the market valuation is assessed as below;

Vacant Land – 40 Farrall St, Bruce Rock

*Market Valuation Extract*

*There is little consistency between market evidence indicating a broader value range. The above information and the evidence attached herein indicates a Market Valuation Range of **\$10,000 to \$13,000**. We have adopted the midpoint of \$11,500 in this instance. Reflecting a land rate of \$11.30/m<sup>2</sup>.*

**Consultation**

Mike Darby, Senior Finance Officer

**Statutory Implications**

Local Government Act 1995 - Sect 3.58

3.58 - Disposing of property

(1) In this section —

dispose includes to sell, lease, or otherwise dispose of, whether absolutely or not;

property includes the whole or any part of the interest of a local government in property, but does not include money.

- (2) Except as stated in this section, a local government can only dispose of property to —
  - (a) the highest bidder at public auction; or
  - (b) the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.
  
- (3) A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property —
  - (a) it gives local public notice of the proposed disposition —
    - (i) describing the property concerned; and
    - (ii) giving details of the proposed disposition; and
    - (iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;
 and
  - (b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.
  
- (4) The details of a proposed disposition that are required by subsection (3)(a)(ii) include —
  - (a) the names of all other parties concerned; and
  - (b) the consideration to be received by the local government for the disposition; and
  - (c) the market value of the disposition —
    - (i) as ascertained by a valuation carried out not more than 6 months before the proposed disposition; or

**Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> If Council does not approve the disposal of land it may remain sold for an unknown period of time.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Moderate	Moderate
<b>Action / Strategy</b>		
That Council seek an amicable arrangement to assist in the development of the lot and increasing investment into Bruce Rock.		

**Financial Implications**

Council has a budget provision of \$15,000 in 2022/23 for the income for sale of vacant land.

Council needs to consider the offer of \$12,500 inc gst against the market valuation of \$11,500.

**Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2017-2027

Infrastructure

Goal 3: Assist the local economy to grow

Goal 4: Workers and their families can work and reside in the Shire

- 4.3 – Promote existing residential land and plan for future commercial and residential land developments to meet current and future needs

### **Voting Requirements**

Absolute Majority

### **Officer Recommendation**

That Council:

1. Considers the offer of \$12,500 from Anita Foster to purchase Council's vacant land located at 40 Farrall St, Bruce Rock. and;
2. If Council agrees then
  - a) In accordance with section 3.58 of the Local Government Act Council authorises the Chief Executive Officer to give local public notice of its intention to dispose of the following lot to Anita Foster for the amounts stated below;  
40 Farrall St, Bruce Rock \$12,500 inc GST
  - b) That at the conclusion of the advertising period should there be no public submissions the CEO be authorised to proceed with the lease or if submissions are received an item be presented to the May 2023 Ordinary Meeting of Council to consider, prior to the execution of the disposal/sale of 40 Farrall St, Bruce Rock.
  - c) That if the sale proceeds staff commence the transfer of Crown Land process to Council, liaising with the Department of Lands.

*Council resolution varied to Officer Recommendation to reduce the offer to \$11,500 to reflect counter-offer of applicant and valuation, and add a caveat to build a premises within a 3 year timeframe.*

### **OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Apr 23 – 10.5.2**

**Moved: Cr Wayne**

**Seconded: Cr Rajagopalan**

**That Council:**

1. **Accepts the offer of \$11,500 from Anita Foster to purchase Council's vacant land located at 40 Farrall St, Bruce Rock. and;**
2. **Council agrees:**
  - a) **That staff commence the transfer of Crown Land processes to Council, liaising with Department of Lands.**
  - b) **In accordance with section 3.58 of the Local Government Act Council authorises the Chief Executive Officer to give local public notice of its intention to dispose of the following lot to Anita Foster for the amounts stated below;  
40 Farrall St, Bruce Rock \$11,500 inc GST**
  - c) **That at the conclusion of the advertising period should there be no public submissions the CEO be authorised to proceed with the lease or if submissions are received an item be presented to the next Ordinary Meeting of Council to consider, prior to the execution of the disposal/sale of 40 Farrall St, Bruce Rock.**
  - d) **Subject to a caveat being placed for a premises being built within 3 years.**

**CARRIED BY ABSOLUTE MAJORITY 8/0**

**11. Regional Reports**

**12. New Business of an urgent nature introduced by discussion of the meeting**

### 13. Confidential Items

**Agenda Reference and Subject:**

**13.1.1** Appointment of Senior Employee – Manager of Governance & Community Services

**Reporting Officer:**

Darren Mollenoyux, Chief Executive Officer

**Author:**

Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest:**

Nil

**Attachments:**

*Item 13.1.1 Attachment A – Manager of Governance and Community Services Contract of Employment*

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Apr 23 – 13.1.1.1**

**Moved:** Cr Rajagopalan

**Seconded:** Cr Waye

**Officer Recommendation**

That in accordance with Section 5.23(2) of the Local Government Act 1995, the meeting is closed to the members of the public for this item as the following sub-section applied:

**(b) the personal affairs of any person;**

**Carried 8/0**

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Apr 23 – 13.1.1.2**

**Moved:** Cr Rajagopalan

**Seconded:** Cr Kilminster

**Officer Recommendation**

That in accordance with Section 5.23(2) of the Local Government Act 1995, Council reopens the meeting to the members of the public.

**Carried 8/0**

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Apr 23 – 13.1.1.3**

**Moved: Cr Verhoogt**

**Seconded: Cr Foss**

**That Council:**

- 1. That Council formally approves the change of position title within the Shires Organisation Structure from Deputy Chief Executive Officer to Manager of Governance and Community Services.**
- 2. That Council endorses the appointment of Nerea Ugarte to the position of Manager of Governance and Community Services based on a three year contract of employment commencing on the 24th April 2023.**
- 3. Council endorses the contract and remuneration package as outlined and offered to Nerea Ugarte.**

**Carried 8/0**



**14. Closure of Meeting**

The Shire President Stephen Strange thanked everyone for their attendance and declared the meeting closed at 4.29pm.

These minutes were confirmed at a meeting on 18 May 2023.

---

Cr Stephen Strange  
Shire President  
18 May 2023



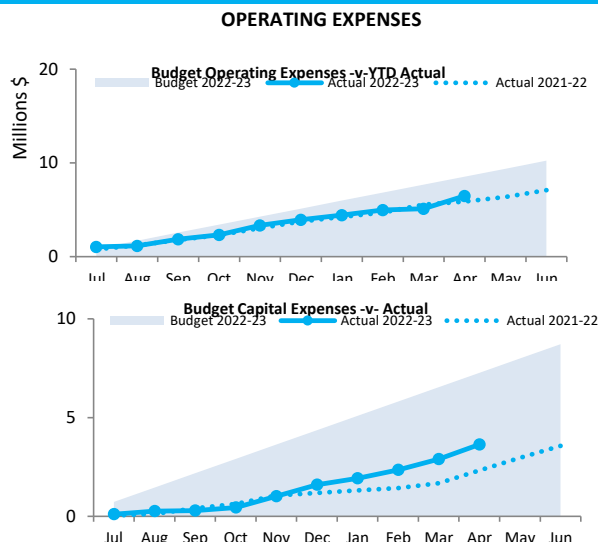
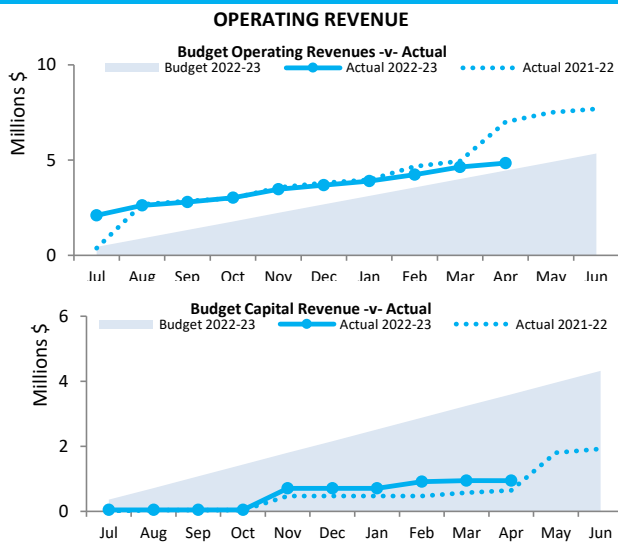
**SHIRE OF BRUCE ROCK**  
**MONTHLY FINANCIAL REPORT**  
**(Containing the Statement of Financial Activity)**  
**For the period ending 31 March 2023**

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

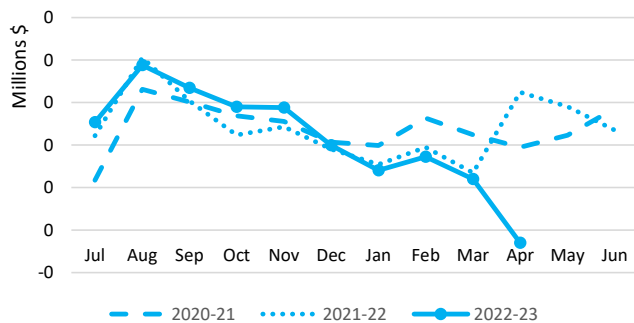
**TABLE OF CONTENTS**

Note 4	Other Current Assets	10
Note 5	Payables	11
Note 6	Disposal of Assets	12
Note 7	Capital Acquisitions	13
Note 8	Borrowings	15
Note 9	Lease Liabilities	16
Note 10	Reserve Accounts	17
Note 11	Other Current Liabilities	18
Note 12	Operating grants and contributions	19
Note 13	Non operating grants and contributions	20
Note 14	Trust Fund	21
Note 15	Budget Amendments	22
Note 16	Explanation of Material Variances	23

OPERATING ACTIVITIES



Closing funding surplus / (deficit)



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

Funding surplus / (deficit) Components

Funding surplus / (deficit)				
	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$2.63 M	\$2.63 M	\$2.60 M	(\$0.02 M)
Closing	\$0.00 M	\$1.02 M	(\$0.35 M)	(\$1.37 M)

Refer to Statement of Financial Activity

Cash and cash equivalents	Payables	Receivables
---------------------------	----------	-------------

Amount attributable to operating activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$1.37 M)	(\$1.44 M)	(\$0.86 M)	\$0.58 M

Refer to Statement of Financial Activity

Rates Revenue		
YTD Actual	YTD Budget	% Variance
\$1.71 M	\$1.43 M	19.9%

Refer to Statement of Financial Activity

Operating Grants and Contributions		
YTD Actual	YTD Budget	% Variance
\$0.83 M	\$0.74 M	11.5%

Refer to Note 12 - Operating Grants and Contributions

Fees and Charges		
YTD Actual	YTD Budget	% Variance
\$1.88 M	\$1.84 M	2.4%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$1.98 M)	(\$3.13 M)	(\$2.68 M)	\$0.45 M

Refer to Statement of Financial Activity

Proceeds on sale		
YTD Actual	Adopted Budget	%
\$0.05 M	\$0.27 M	(82.3%)

Refer to Note 6 - Disposal of Assets

Asset Acquisition		
YTD Actual	Adopted Budget	% Spent
\$6.61 M	\$6.61 M	(44.5%)

Refer to Note 7 - Capital Acquisitions

Capital Grants		
YTD Actual	Adopted Budget	% Received
\$0.95 M	\$4.30 M	(78.0%)

Refer to Note 7 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$2.89 M	\$2.96 M	\$0.55 M	(\$2.41 M)

Refer to Statement of Financial Activity

Borrowings	
Principal repayments	\$0.01 M
Interest expense	\$0.00 M
Principal due	\$0.21 M

Refer to Note 8 - Borrowings

Reserves	
Reserves balance	\$1.13 M
Interest earned	\$0.10 M

Refer to Note 10 - Cash Reserves

Lease Liability	
Principal repayments	\$0.00 M
Interest expense	\$0.00 M
Principal due	\$0.00 M

Refer to Note 9 - Lease Liabilities

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

## KEY TERMS AND DESCRIPTIONS

FOR THE PERIOD ENDED 30 APRIL 2023

## NATURE OR TYPE DESCRIPTIONS

### REVENUE

#### RATES

All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Excludes administration fees, interest on instalments, interest on arrears, service charges and sewerage rates. donations.

#### REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

#### FEES AND CHARGES

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, and other fees and charges.

#### SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995*. *Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges.

#### INTEREST EARNINGS

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

#### OTHER REVENUE / INCOME

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates, reimbursements etc.

#### PROFIT ON ASSET DISPOSAL

Excess of assets received over the net book value for assets on their disposal.

### EXPENSES

#### EMPLOYEE COSTS

All costs associated with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

#### UTILITIES (GAS, ELECTRICITY, WATER)

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

#### INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

#### LOSS ON ASSET DISPOSAL

Shortfall between the value of assets received over the net book value for assets on their disposal.

#### DEPRECIATION ON NON-CURRENT ASSETS

Depreciation expense raised on all classes of assets. Excluding Land.

#### INTEREST EXPENSES

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

#### OTHER EXPENDITURE

Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.

**STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 30 APRIL 2023**

**BY NATURE OR TYPE**

	Ref	Adopted Budget	YTD Budget	YTD Actual	Variance \$	Variance %	Var.
	Note	(a)	(b)	(c)	(c) - (b)	((c) - (b))/(b)	
		\$	\$	\$	\$	%	
<b>Opening funding surplus / (deficit)</b>	1(c)	2,625,000	2,625,000	<b>2,603,215</b>	(21,785)	(0.83%)	
<b>Revenue from operating activities</b>							
Rates		1,695,253	1,412,711	<b>1,694,053</b>	281,342	19.92%	▲
Rates (excluding general rate)		16,791	13,993	<b>16,791</b>	2,799	20.00%	
Operating grants, subsidies and contributions	12	1,313,529	1,094,608	<b>1,174,264</b>	79,657	7.28%	
Depreciation on non-current assets		(3,425,700)	(2,854,750)	<b>(698,038)</b>	2,156,712	75.55%	▲
Interest expenses		(47,882)	(39,902)	<b>(2,660)</b>	37,242	93.33%	▲
Insurance expenses		(226,665)	(188,888)	<b>(251,913)</b>	(63,026)	(33.37%)	▼
Other expenditure		(148,124)	(123,437)	<b>(80,243)</b>	43,194	34.99%	▲
Loss on disposal of assets	6	(100,500)	(83,750)	<b>(76,921)</b>	6,829	8.15%	
		<b>(10,239,396)</b>	<b>(8,532,830)</b>	<b>(6,475,453)</b>	2,057,377	(24.11%)	
Non-cash amounts excluded from operating activities	1(a)	3,526,200	2,638,275	<b>774,959</b>	(1,863,316)	(70.63%)	▼
<b>Amount attributable to operating activities</b>		<b>(1,366,437)</b>	<b>(1,438,923)</b>	<b>(856,919)</b>	582,004	(40.45%)	
<b>Investing activities</b>							
Proceeds from non-operating grants, subsidies and contributions	13	4,301,297	3,225,973	<b>946,434</b>	(2,279,539)	(70.66%)	▼
Proceeds from disposal of assets	6	270,000	270,000	<b>47,727</b>	(222,273)	(82.32%)	▼
Payments for property, plant and equipment and infrastructure	7	(6,551,314)	(6,623,257)	<b>(3,671,449)</b>	2,951,808	44.57%	▲
<b>Amount attributable to investing activities</b>		<b>(1,980,017)</b>	<b>(3,127,284)</b>	<b>(2,677,288)</b>	449,996	(14.39%)	
<b>Financing Activities</b>							
Proceeds from new debentures	8	2,100,000	2,100,000	<b>0</b>	(2,100,000)	(100.00%)	▼
Transfer from reserves	10	954,847	954,847	<b>1,220,000</b>	265,153	27.77%	▲
Payments for principal portion of lease liabilities	9	(5,637)	0	<b>0</b>	0	0.00%	
Repayment of debentures	8	(60,132)	0	<b>(13,141)</b>	(13,141)	0.00%	▼
Transfer to reserves	10	(95,401)	(95,401)	<b>(657,371)</b>	(561,970)	(589.06%)	▼
<b>Amount attributable to financing activities</b>		<b>2,893,677</b>	<b>2,959,446</b>	<b>549,488</b>	(2,409,958)	(81.43%)	
<b>Closing funding surplus / (deficit)</b>	1(c)	<b>0</b>	<b>1,018,240</b>	<b>(346,934)</b>	(1,365,174)	134.07%	▼

**KEY INFORMATION**

▲ ▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

Refer to Note 15 for an explanation of the reasons for the variance.

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

**BASIS OF PREPARATION**

The financial report has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying Regulations.

The *Local Government Act 1995* and accompanying Regulations take to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

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

**THE LOCAL GOVERNMENT REPORTING ENTITY**

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

All monies held in the Trust Fund are excluded from the financial statements.

**SIGNIFICANT ACCOUNTING POLICES**

**CRITICAL ACCOUNTING ESTIMATES**

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

The estimates and associated assumptions are based on historical - impairment of financial assets

**GOODS AND SERVICES TAX**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

**ROUNDING OFF FIGURES**

All figures shown in this statement are rounded to the nearest dollar.

**PREPARATION TIMING AND REVIEW**

Date prepared: All known transactions up to 30 April 2023

(a) Non-cash items excluded from operating activities

The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

	Notes	Adopted Budget	YTD Budget (a)	YTD Actual (b)
<b>Non-cash items excluded from operating activities</b>				
		\$	\$	\$
Add: Loss on asset disposals	6	100,500	75,375	76,921
Add: Depreciation on assets		3,425,700	2,569,275	698,038
<b>Total non-cash items excluded from operating activities</b>		<b>3,526,200</b>	<b>2,638,275</b>	<b>774,959</b>

(b) Adjustments to net current assets in the Statement of Financial Activity

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

		Adopted Budget Opening 30 June 2022	Last Year Closing 30 June 2022	Year to Date 30 April 2023
<b>Adjustments to net current assets</b>				
Less: Reserves - restricted cash	10	(1,663,783)	(1,663,783)	(827,580)
Less: Other current asset		0	0	(246,953)
Add: Unadjusted allocation- contract liability		0	0	44,240
Add: Borrowings	8	26,185	26,185	13,141
Add: Provisions employee related provisions	11	117,717	117,717	119,131
Add: Lease liabilities	9	3,014	3,014	3,014
<b>Total adjustments to net current assets</b>		<b>(1,516,867)</b>	<b>(1,516,867)</b>	<b>(895,008)</b>

(c) Net current assets used in the Statement of Financial Activity

<b>Current assets</b>				
Cash and cash equivalents	2	6,014,056	6,014,056	2,027,564
Rates receivables	3	58,379	58,379	97,956
Receivables	3	433,663	382,868	132,548
Other current assets	4	574,594	274,504	114,405
<b>Less: Current liabilities</b>				
Payables	5	(897,376)	(897,376)	(125,115)
Borrowings	8	(26,185)	(26,185)	(13,141)
Contract liabilities	11	0	(1,251,597)	(1,251,597)
Lease liabilities	9	(3,014)	(3,014)	(3,014)
Provisions	11	(431,533)	(431,533)	(431,533)
<b>Less: Total adjustments to net current assets</b>	1(b)	<b>(1,203,051)</b>	<b>(1,516,867)</b>	<b>(895,008)</b>
<b>Closing funding surplus / (deficit)</b>		<b>4,519,533</b>	<b>2,603,215</b>	<b>(346,934)</b>

**CURRENT AND NON-CURRENT CLASSIFICATION**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.



Description	Classification	Unrestricted	Restricted	Total Cash	Trust	Institution	Interest Rate	Maturity Date
		\$	\$	\$	\$			
<b>Cash on Hand</b>		0						
Petty Cash and Floats		2,200		2,200				
<b>At Call Deposits</b>								
Investment Term Deposit 2		1,018,148	0	1,018,148			3.83%	2/05/2023
Shackleton Bowls Club Facility Replacement			0	0				1/04/2023
<b>Total</b>		<b>1,667,266</b>	<b>360,298</b>	<b>2,037,140</b>	<b>9,576</b>			
<b>Comprising</b>								
Cash and cash equivalents		1,667,266	360,298	2,037,140	9,576			
		<b>1,667,266</b>	<b>360,298</b>	<b>2,037,140</b>	<b>9,576</b>			

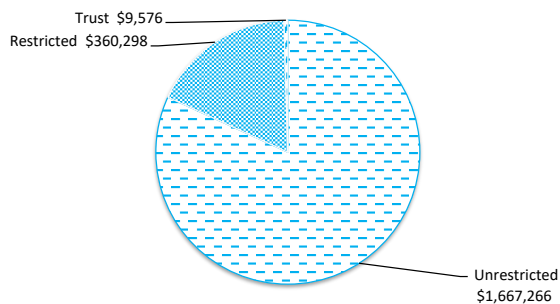
**KEY INFORMATION**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

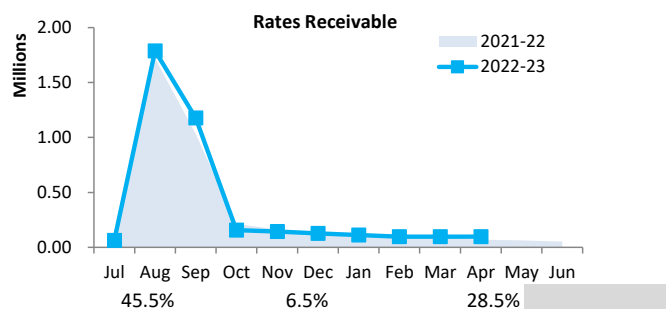
The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 4 - Other assets.



Rates receivable	30 June 2022	30 Apr 2023
	\$	\$
Opening arrears previous years	39,507	39,507
Levied this year	1,618,670	1,737,860
Less - collections to date	(1,594,900)	(1,674,513)
<b>Gross rates collectable</b>	<b>63,277</b>	<b>102,854</b>
Allowance for impairment of rates receivable	(4,898)	(4,898)
<b>Net rates collectable</b>	<b>39,507</b>	<b>97,956</b>
Percentage	3.4%	16.1%



<b>Balance per trial balance</b>		
Sundry receivable		70,510
GST receivable		86,820
Allowance for credit losses of trade and other receivables		(24,782)
<b>Total receivables general outstanding</b>		<b>132,548</b>

Amounts shown above include GST (where applicable)

#### KEY INFORMATION

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

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

#### Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

	Opening Balance 1 July 2022	Asset Increase	Asset Reduction	Closing Balance 30 April 2023
	\$	\$	\$	\$
<b>Other current assets</b>				
<b>Other financial assets at amortised cost</b>				
Financial assets at amortised cost - sundry receivables	407,650		(337,140)	70,510
<b>Inventory</b>				
<b>Contract assets</b>				
Contract assets	131,595		(78,965)	52,630
<b>Total other current assets</b>	<b>574,594</b>	<b>88,464</b>	<b>(416,105)</b>	<b>246,953</b>
<b>Amounts shown above include GST (where applicable)</b>				

**KEY INFORMATION**

**Other financial assets at amortised cost**

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

**Inventory**

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

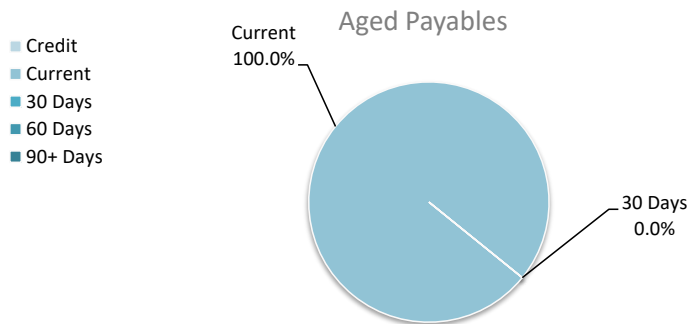
Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**Contract assets**

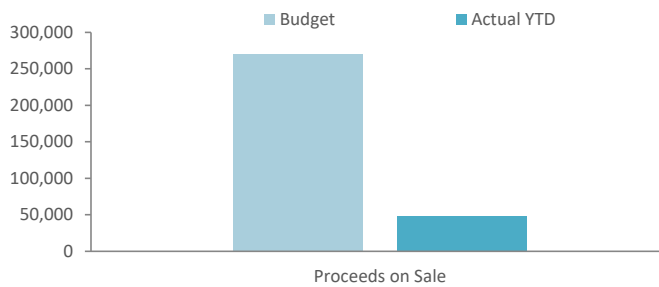
A contract asset is the right to consideration in exchange for goods or services the entity has transferred to a customer when that right is conditioned on something other than the passage of time.

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	2,878	0	0	0	2,878
Percentage	0%	100%	0%	0%	0%	
<b>Balance per trial balance</b>						
Sundry creditors						12,598
Accrued salaries and wages						39,023
ATO liabilities						54,267

unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.



Asset Ref.	Asset description	Budget				YTD Actual			
		Net Book		Profit	(Loss)	Net Book		Profit	(Loss)
		Value	Proceeds			Value	Proceeds		
		\$	\$	\$	\$	\$	\$	\$	\$
	<b>Law, order, public safety</b>								
BK645	Shackleton Fire Truck	0	0	0		32,200		0	(32,200)
	<b>Recreation and culture</b>								
	Cricket Wicket Roller	3,500	0	0	(3,500)			0	0
	<b>Transport</b>								
BK05	Rec Centre Managers Vehicle	19,500	20,000	500	0			0	0
BK472	Changeover Gardeners Vehicle	23,000	20,000	0	(3,000)			0	0
BK3	MOWS Vehicle	41,000	35,000	0	(6,000)			0	0
BK024	Truck	0	50,000	0	50,000	90,993	47,727	0	(43,266)
BK9282	Boisch Low Loader	32,000	30,000	0	(2,000)			0	0
BK6670	Ranger FEL	36,000	30,000	0	(6,000)			0	0
BK6519	Water Truck	64,000	25,000	0	(39,000)			0	0
	<b>Economic services</b>								
L1109	113 (Lot 143) Butcher Street, Bruce Rock (143/P142061)							0	(1,455)
		<b>219,000</b>	<b>270,000</b>	<b>8,500</b>	<b>(9,500)</b>	<b>123,193</b>	<b>47,727</b>	<b>0</b>	<b>(76,921)</b>



**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 30 APRIL 2023**

**INVESTING ACTIVITIES  
NOTE 7  
CAPITAL ACQUISITIONS**

Capital acquisitions	Adopted		YTD Actual	YTD Actual Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Buildings	4,990,702	3,743,027	1,104,160	(2,638,866)
Furniture and equipment	95,600	71,700	53,131	(18,569)
Plant and equipment	1,526,012	1,144,509	1,188,699	44,190
<b>Payments for Capital Acquisitions</b>	<b>6,612,314</b>	<b>6,623,257</b>	<b>3,671,449</b>	<b>(2,951,808)</b>
<b>Capital Acquisitions Funded By:</b>				
	\$	\$	\$	\$
Capital grants and contributions	4,301,297	3,225,973	946,434	(2,279,539)
Borrowings	2,100,000	2,100,000	0	(2,100,000)
Other (disposals & C/Fwd)	270,000	270,000	47,727	(222,273)
<b>Cash backed reserves</b>				
Reserves cash backed - Housing	(20,000)		0	
Reserves cash backed - Transport Infrastructure	(664,000)		640,000	640,000
Reserves cash backed - Supermarket Guarantee	(50,000)		0	0
Reserves cash backed - Supermarket Reconstruction Reserve	(220,847)		580,000	580,000
Contribution - operations	895,864	1,027,284	580,000	(447,284)
<b>Capital funding total</b>	<b>6,612,314</b>	<b>6,623,257</b>	<b>2,794,161</b>	<b>(3,829,096)</b>

**SIGNIFICANT ACCOUNTING POLICIES**

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

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

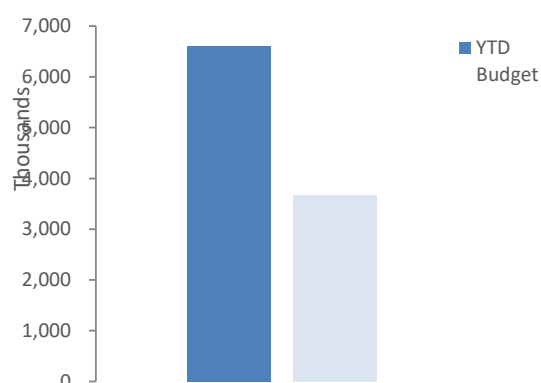
**Initial recognition and measurement for assets held at cost**

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognise at fair value. Assets held at cost are depreciated and assessed for impairment annually.

**Initial recognition and measurement between mandatory revaluation dates for assets held at fair value**

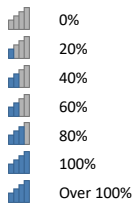
In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

**Payments for Capital Acquisitions**



Capital expenditure total

Level of completion indicators



Percentage Year to Date Actual to Annual Budget expenditure where the expenditure over budget highlighted in red.

Level of completion indicator, please see table at the end of this note for further detail.

	Account Description	Adopted			Variance (Under)/Over
		Budget	YTD Budget	YTD Actual	
		\$	\$	\$	\$
<b>Buildings</b>					0
J04204	Upgrade Electrical Compliance at Admin Building	6,500	4,875	0	-4875
J11144	Amphitheatre BBQ Upgrade (Stronger Communities Grant)	12,000	9,000	0	-9000
J11246	CBD Revitalisation - Landscape Architect for Playground	10,000	7,500	0	-7500
J13806	Water Refill Station (Funded by Water Corp)	5,000	3,750	0	-3750
J11346	Drainage Works for Rec Centre Carpark (partly funded Drought Funding)	90,000	67,500	0	-67500
J11304	Timekeepers Box Access Upgrade	16,000	12,000	1,670	-10329.72
J13042	Construction of Supermarket - Building	4,204,544	3,153,408	1,036,586	-2116822.4
J13045	Construction of Supermarket - Furniture Fittings & Fitout	237,658	178,244	54,079	-124164.5
J13046	Construction of Supermarket - Refrigeration & Coolrooms	398,000	298,500	0	-298500
J13505	Equestrian Lease Fencing	11,000	8,250	11,825	3575.42
<b>Plant &amp; Equipment</b>					0
J04202	Purchase Plant (BK1)	59,000	44,250	0	-44250.0075
J05303	Shackleton Fire Truck	424,012	318,009	424,012	106002.7025
J12127	Gardener's Ute (BK472)	36,000	27,000	34,570	7569.73
J12126	Rec Centre Manager's Ute (BK05)	9,000	6,750	0	-6750
J11351	Cricket Wicket Roller	35,000	26,250	34,536	8286.36
J12111	Purchase BK3 - MOWS Vehicle	47,000	35,250	6,377	-28872.56
J12142	Purchase New Prime Mover (BK024)	215,000	161,250	211,500	50250
J12148	Bosich Low Loader upgraded to Drop Deck (BK9282)	120,000	90,000	31,440	-58560
J12113	Changeover Ranger FEL & new loader to Construction Crew (BK6670)	370,000	277,500	304,000	
J12150	Replace water truck with water tanker (BK6519)	145,000	108,750	142,264	33513.97
J12172	New Tanker 2023	55,000	41,250	0	-41250
J11203	Railway Dam Pump	11,000	8,250	0	-8250
<b>Furniture &amp; Equipment</b>					
J04215	Purchase Software - Altus Payroll	15,000	11,250	7,178	-4071.57
J04208	UPS for Officer Server	5,600	4,200	45,953	41752.7
J04210	New Server for Admin Building (Wallis Computers)	45,000	33,750	0	-33750
J04220	Purchase of a Generator for Admin building	30,000	22,500	0	-22500
<b>Infrastructure Roads</b>					0
RC045	RC Cummin Rd & Bruce Rock Narembeen Road Intersection (Council F	30,000	22,500	15,696	-6803.6
RC024	RC Lawrie Rd (Intersection with Cumminin Road)	15,000	11,250	4,409	-6841.02
	Regional Road Group Works (RRG)	0	0	0	0
RC050	RC Old Beverley Rd (Regional Road Group)	281,450	211,088	285,072	73984.9
RC002	RC Kellerberrin-Shackleton Rd (Regional Road Group 22-23)	162,925	122,194	108,725	-13469.01
RC173	RC Doodlakine-Bruce Rock Rd	118,825	89,119	96,829	7709.82
	Roads to Recovery (R2R)	0	0	0	0
RR163	R2R - Totadgin Road	695,005	521,254	595,147	73893.24
RR174	R2R - Corrigin Bruce Rock Road	47,200	35,400	0	-35400
	Regional Road Safety Program	0	0	0	0
RC174	RC Corrigin-Bruce Rock Rd	149,500	112,125	0	-112125
	Bridges - Replace with Culverts	0	0	0	0
BR014	Yarding Ardath Rd (Bridge No 4059A)	95,600	71,700	0	-71700
BR014A	Yarding Ardath Road (Bridge No 6023)	69,200	51,900	0	-51900
BR092	Bridges - Cukela Rd (Bridge 5017)	58,800	44,100	44,207	107.17
BR001	Shackleton Bilbarin Road (Bridge No 5130)	64,200	48,150	63,453	15303.09
BR004	Bridges - Belka East Rd (Bridge 6008)	69,490	52,118	53,683	1565.66
BR038	Erikin North Rd (Bridge no; 5085)	147,000	110,250	0	-110250
BR029	Erikin South Rd (Bridge no; 6033)	126,000	94,500	0	-94500
	Council Funded Footpaths	0	0	0	0
FC132	Footpath Construction - Butcher Street	24,000	18,000	37,864	19863.65
FC135	FC - Noonajin St (Bwt Swan & Bruce St)	10,000	7,500	6,283	-1216.67
	Kerb Replacement	0	0	0	0
KR160	Kerb Replacement - Yelland Rd	9,500	7,125	14,090	6964.77
	Dams - Community Water Projects	0	0	0	0
J13612	Turkey Nest Dam - Community Water Project Grant Funded	30,000	22,500	0	-22500
J13613	Small Dams - Community Water Project Grant	15,000	11,250	0	-11250
		<b>8,831,009</b>	<b>6,623,257</b>	<b>3,671,449</b>	<b>(2,866,388)</b>

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 30 APRIL 2023

FINANCING ACTIVITIES

NOTE 8

BORROWINGS

Repayments - borrowings

Information on borrowings Particulars	Loan No.	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments		
		1 July 2022	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$	\$	
<b>Housing</b>										
Loan 3 - Construct House		220,782			(13,141)	(26,185)	207,641	194,597	(1,100)	(4,752)
<b>Economic services</b>										
Loan 4 - Reconstruct Supermarket		0	0	2,100,000	0	(33,947)	0	2,066,053	0	(44,229)
<b>Total</b>		220,782	0	2,100,000	-13,141	-60,132	207,641	2,260,650	(1,100)	(48,981)
Current borrowings		60,132					-13,141			
Non-current borrowings		160,650					220,782			
		220,782					207,641			

All debenture repayments were financed by general purpose revenue.

The Shire has no unspent debenture funds as at 30th June 2022, nor is it expected to have unspent funds as at 30th June 2023.

KEY INFORMATION

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

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Non-current borrowings fair values are based on discounted cash flows using a current borrowing rate.



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 30 APRIL 2023

OPERATING ACTIVITIES

NOTE 10

RESERVE ACCOUNTS

Reserve accounts

Reserve name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Restricted by Legislation</b>									
Reserves cash backed - Plant Replacement	6,419	96	77					6,515	6,496
Reserves cash backed - Housing	226,800	3,402	2,726			(20,000)		210,202	229,526
Reserves cash backed - Council Housing	3,744	56	45					3,800	3,789
<b>Restricted by Council</b>									
Reserves cash backed - Leave	117,716	1,766	1,415					119,482	119,131
Reserves cash backed - Bowls SCF	12,667	190	6,154	6,000				18,857	18,821
Reserves cash backed - Cricket SCF	25,951	389	4,815	6,000				32,340	30,766
Reserves cash backed - Football SCF	11,999	180	8,146	6,000				18,179	20,144
Reserves cash backed - Hockey SCF	30,724	461	6,373	6,000				37,185	37,098
Reserves cash backed - Netball SCF	16,754	251	3,204	6,000				23,005	19,957
Reserves cash backed - Squash SCF	1,139	17	389	700				1,856	1,528
Reserves cash backed - Tennis SCF	30,714	461	6,373	6,000				37,175	37,087
Reserves cash backed - Shire Hockey Turf Facility Replaceme	30,048	451	15,365	15,000				45,499	45,413
Reserves cash backed - Shackleton Bowls SCF	0	94	11,281	9,400				9,494	11,281
Reserves cash backed - Supermarket Guarantee	50,000	0	116			(50,000)		0	50,116
Reserves cash backed - Supermarket Reconstruction Reserve	217,583	3,264	0		580,000	(220,847)	(580,000)	(0)	217,583
	<b>1,663,783</b>	<b>24,301</b>	<b>102,860</b>	<b>71,100</b>	<b>580,000</b>	<b>(954,847)</b>	<b>(1,220,000)</b>	<b>804,337</b>	<b>1,126,642</b>

	Note	Opening Balance 1 July 2022	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 30 April 2023
<b>Other current liabilities</b>		\$		\$	\$	\$
<b>Other liabilities</b>						
- Contract liabilities		1,251,597	0			1,251,597
<b>Total other current assets</b>		<b>1,683,130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,683,130</b>
<b>Amounts shown above include GST (where applicable)</b>						

A breakdown of contract liabilities and associated movements is provided on the following pages at Note 12

#### KEY INFORMATION

##### Provisions

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

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

##### Employee Related Provisions

###### Short-term employee benefits

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

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

###### Other long-term employee benefits

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

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

##### Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

##### Capital grant/contribution liabilities

Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the Shire are recognised as a liability until such time as the Shire satisfies its obligations under the agreement.

Provider	Unspent operating grant, subsidies and contributions liability					Operating grants, subsidies and contributions revenue		
	Liability	Increase in Liability	Decrease in Liability	Liability	Current Liability	Adopted Budget Revenue	YTD Budget	YTD Revenue Actual
	1 July 2022		(As revenue)	30 Apr 2023	30 Apr 2023	\$	\$	\$
<b>Operating grants and subsidies</b>	\$	\$	\$	\$	\$	\$	\$	\$
<b>General purpose funding</b>								
INC - GPF - WALGGC - Local Roads Grant (FAGS)				0		127,501	95,626	95,626
INC - GPF - Grants Commission Grant				0		572,715	429,536	429,536
<b>Law, order, public safety</b>								
INC - Fire Prev - Grants						21,000	15,750	31,200
INC - BFB - ESL Operating Grant for BFB				0		38,671	29,003	42,275
<b>Transport</b>								
Main Roads Direct Grant				0		224,842	168,632	229,678
INC - Roads - Streetlights Subsidy from Main Roads				0		5,700	4,275	0
<b>Economic services</b>								
INC - Comm Dev - Grant for Vietnam Veterans (Back to the Bush Reunion)				0		2,500	1,875	2,000
	0	0	0	0	0	992,929	744,697	830,315

Provider	Capital grant/contribution liabilities					Non operating grants, subsidies and contributions revenue		
	Liability	Increase in	Decrease in	Liability	Current	Adopted	YTD	YTD
	1 July 2022	Liability	Liability	30 Apr 2023	Liability	Budget	Budget	Revenue
	\$	\$	(As revenue)	\$	\$	\$	\$	\$
<b>Non-operating grants and subsidies</b>								
<b>Law, order, public safety</b>								
INC - BFB - ESL Capital Grant for BFB						424,012	53,002	424,012
<b>Recreation and culture</b>								
Stronger Communities Grant - BBQ at Amphitheatre	8,000			8,000		8,000	1,000	0
<b>Transport</b>								
Roads to Recovery Funding	305,057			305,057		870,205	108,776	0
Regional Road Group Funding	0			0		396,157	49,520	347,922
WA LGGC Special Projects Fundings - Bridges	141,333			141,333		141,333	22,458	136,500
Main Roads Funded Specific Bridges				0		179,667	40,417	38,000
Regional Road Safety Grant - BK CR Rd				0		147,721	18,465	0
<b>Economic services</b>								
LRCI - Phase 2 Supermarket	262,905			262,905		375,500	46,938	
LRCI - Phase 3 Supermarket	526,302			526,302		1,052,500	131,563	
Community Water Supply Program - Turkey Nest Dam	2,000			2,000		20,000	2,500	
Community Water Supply Program - Round & Town Dams	1,000			1,000		10,000	1,250	
Water Corporation Water Fountain	5,000			5,000		0	0	
	1,251,597	0	0	1,251,597	0	3,625,095	475,887	946,434

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 30 APRIL 2023**

**NOTE 14  
BUDGET AMENDMENTS**

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Code	Description	Program:IE Type	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
<b>Budget adoption</b>							2,625,000
			Opening Surplus(Deficit)		0		0
42241	EXP - Admin - Purchase of Property, Plant & Equipment Under \$5,000	Governance: Materials & Contracts			5,000		5,000
42219	EXP - Admin - Maintenance on Admin Office Building Expenses	Governance: Materials & Contracts				(5,000)	0
51308	INC - Fire Prev - Reimburse of Expenses for Shackleton Complex Fire	Law, Order Public Safety: Other Revenue				(7,200)	(7,200)
51308	INC - Fire Prev - Reimburse of Expenses for Shackleton Complex Fire	Law, Order Public Safety: Other Revenue				(18,000)	(25,200)
113204	EXP - H&RC - Bruce Rock Rec Centre Maint	Recreation & Culture: Materials & Contracts				(24,000)	(2,200)
111304	Timekeepers Box Access Upgrade	Recreation & Culture: Materials & Contracts			6,000		3,800
117308	INC - Other R&C - Other Contributions	Recreation & Culture: Contributions & Donations				(6,000)	(2,200)
(job to be creat	Recreation & Culture: Materials & Contracts	Recreation & Culture: Materials & Contracts			11,000		8,800
112126	Rec Centre Manager's Ute (BK05)	Transport: Materials & Contracts				(11,000)	(2,200)
114201	EXP - Aqu Cent - Aquatic Centre Maint	Recreation & Culture: Materials & Contracts			25,000		22,800
114208	EXP - Aqu Cent - Pool Manager Salaries	Recreation & Culture: Materials & Contracts				(15,000)	7,800
114209	EXP - Aqu Cent - Relief Pool Managers Expenses	Recreation & Culture: Materials & Contracts				(10,000)	(2,200)
73212	EXP - Med Cent - Doctor's House (5 Bean Rd) Maintenance Expenses	Housing: Materials & Contracts			18,000		15,800
93305	INC - Comm Housing - Reimbursement of Expenses	Housing: Other Income				(10,000)	5,800
192223	Unit 3, Farrall Court	Housing: Materials & Contracts				(6,000)	(200)
192224	Unit 4, Farrall Court	Housing: Materials & Contracts				(2,000)	(2,200)
121201	EXP - Roads - Electricity for Street Lighting	Transport: Materials & Contracts			4,200		2,000
121227	EXP - Roads - Patching Contractor	Transport: Materials & Contracts				(2,000)	0
(job to be creat	Transport: Materials & Contracts	Transport: Materials & Contracts			55,000		55,000
121227	EXP - Roads - Patching Contractor	Transport: Materials & Contracts				(55,000)	0
				<b>0</b>	<b>195,200</b>	<b>(195,200)</b>	<b>0</b>

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 30 APRIL 2023**

**NOTE 15  
EXPLANATION OF MATERIAL VARIANCES**

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

The material variance adopted by Council for the 2022-23 year is \$5,000 or 10.00% whichever is the greater.

Nature or type	Var. \$	Var. %	Explanation of positive variances		Explanation of negative variances	
			Timing	Permanent	Timing	Permanent
	\$	%				
<b>Revenue from operating activities</b>						
Depreciation on non-current assets	2,156,712	75.55%	▲	Timing		
Interest expenses	37,242	93.33%	▲	Timing		
Insurance expenses	(63,026)	(33.37%)	▼			Most of the insurance paid at the start of the year
Other expenditure	43,194	34.99%	▲	Timing		
Non-cash amounts excluded from operating activities	(1,863,316)	(70.63%)	▼			Timing, depreciation & loss on asset disposal
<b>Investing activities</b>						
Proceeds from non-operating grants, subsidies and contributions	(2,279,539)	(70.66%)	▼			Timing of receipt of grant funding
Proceeds from disposal of assets	(222,273)	(82.32%)	▼			Timing & Phasing of the budget
Payments for property, plant and equipment and infrastructure	2,951,808	44.57%	▲	Timing		
<b>Financing activities</b>						
Proceeds from new debentures	(2,100,000)	(100.00%)	▼			Loan amount received in May 23
Transfer from reserves	265,153	27.77%	▲	Timing		
Repayment of debentures	(13,141)	0.00%	▼			Timing
Transfer to reserves	(561,970)	(589.06%)	▼			Phasing and adjustments of transfers not being budgeted
<b>Closing funding surplus / (deficit)</b>	<b>(1,365,174)</b>	<b>134.07%</b>	<b>▼</b>			Timing of overall income vs expenses



## STRATEGIC PROJECTS TRACKER

Project Progress		
Complete	4	<span style="color: green;">●</span>
On Track	3	<span style="color: orange;">●</span>
Off Track	2	<span style="color: red;">●</span>
In Trouble	1	<span style="color: grey;">●</span>

		30/04/2023				30/04/2023					
Account Number	GL / Job	Project Description	2022/23 Current Budget	Outstanding Purchase Orders	2022/23 YTD Actual	Variance	Total Committed Expenditure	Responsible Officer			Comment
		<b>Buildings</b>									
	J04204	Upgrade Electrical Compliance at Admin Building	6,500	7,950	-	(1,450)	7,950	EHO	2	<span style="color: red;">●</span>	Project to be reviewed due to technical requirements and to be rebudgeted for next financial year
	J11144	Amphitheatre BBQ Upgrade (Stronger Communities Grant)	12,000	-	-	12,000	-	CDO	3	<span style="color: orange;">●</span>	Waiting on contractors for final quotes
	J11246	CBD Revitalisation - Landscape Architect for Playground	10,000	-	-	10,000	-	CEO/CDO	3	<span style="color: orange;">●</span>	In progress for quotes
	J13806	Water Refill Station (Funded by Water Corp)	5,000	-	-	5,000	-	CEO	1	<span style="color: grey;">●</span>	To be deferred to next FY
	J11346	Drainage Works for Rec Centre Carpark (partly funded Drought Funding 20-21)	45,000	-	-	45,000	-		4	<span style="color: green;">●</span>	Completed
	J11304	Timekeepers Box Access Upgrade	16,000	-	1,670	14,330	1,670	EHO/CEO	3	<span style="color: orange;">●</span>	Its been ordered, waiting for installation
	J13042	Construction of Supermarket - Building	4,204,544	3,455	1,036,586	3,164,504	1,040,040	CEO	3	<span style="color: orange;">●</span>	On Track
	J13045	Construction of Supermarket - Furniture Fittings & Fitout	237,658	228,285	54,079	(44,706)	282,364	CEO	3	<span style="color: orange;">●</span>	Ordered, waiting on delivery
	J13046	Construction of Supermarket - Refrigeration & Coolrooms	398,000	392,500	-	5,500	392,500	CEO	3	<span style="color: orange;">●</span>	Ordered, waiting on delivery
	J13505	Equestrian Lease Fencing	11,000	-	11,825	(825)	11,825	DCEO	4	<span style="color: green;">●</span>	Completed
		<b>Plant &amp; Equipment</b>									
	J04202	Purchase Plant (BK1)	59,000	56,082	-	2,918	56,082	MOWS	3	<span style="color: orange;">●</span>	On Track, waiting on delivery
	J05303	Shackleton Fire Truck	424,012	-	424,012	0	424,012	MOWS	4	<span style="color: green;">●</span>	Completed
	J12127	Gardener's Ute (BK472)	36,000	35,020	34,570	(33,589)	69,589	MOWS	3	<span style="color: orange;">●</span>	Ordered, waiting on delivery
	J12126	Rec Centre Manager's Ute (BK05)	9,000	-	-	9,000	-	MOWS	1	<span style="color: grey;">●</span>	To be deferred to next FY as there is not stock available due to global shortages, included in budget amendment
	J11351	Cricket Wicket Roller	35,000	34,536	34,536	(34,073)	69,073	MOWS	3	<span style="color: orange;">●</span>	Expected by Mar, waiting for the hydraulics
	J12111	Purchase BK3 - MOWS Vehicle	47,000	-	6,377	40,623	6,377	MOWS	4	<span style="color: green;">●</span>	Completed
	J12142	Purchase New Prime Mover (BK024)	215,000	-	211,500	3,500	211,500	MOWS	4	<span style="color: green;">●</span>	Completed
	J12148	Bosich Low Loader upgraded to Drop Deck (BK9282)	120,000	-	31,440	88,560	31,440	MOWS	3	<span style="color: orange;">●</span>	On Track- expected in April
	J12113	Changeover Ranger FEL & new loader to Construction Crew (BK6670)	370,000	-	304,000	66,000	304,000	MOWS	4	<span style="color: green;">●</span>	Completed
	J12150	Replace water truck with water tanker (BK6519)	145,000	-	142,264	2,736	142,264	MOWS	4	<span style="color: green;">●</span>	Completed
		<b>Furniture &amp; Equipment</b>									
	J04215	Purchase Software - Altus Payroll	15,000	44,912	-	(29,912)	44,912		2	<span style="color: red;">●</span>	To be deferred to next FY
	J04208	UPS for Officer Server	5,600	-	7,178	(1,578)	7,178		4	<span style="color: green;">●</span>	Completed
	J04210	New Server for Admin Building (Wallis Computers)	45,000	-	45,953	(953)	45,953		4	<span style="color: green;">●</span>	Completed
	J04220	Purchase of a Generator for Admin building	30,000	-	-	30,000	-		3	<span style="color: orange;">●</span>	50% contribution from Shire.....MOWS is getting the quotes
		<b>Infrastructure Roads</b>									
	RC045	RC Cumminin Rd & Bruce Rock Narembeen Road Intersection (Council Funded 2022-23)	30,000	-	15,696	14,304	15,696		3	<span style="color: orange;">●</span>	Waiting for Mianroads to get back to us
	RC024	RC Lawrie Rd (Intersection with Cumminin Road)	15,000	-	4,409	10,591	4,409		4	<span style="color: green;">●</span>	Completed
		<b>Regional Road Group Works (RRG)</b>									
	RC050	RC Old Beverley Rd (Regional Road Group)	281,450	23,053	285,072	(26,676)	308,126		4	<span style="color: green;">●</span>	Completed
	RC002	RC Kellerberrin-Shackleton Rd (Regional Road Group 22-23)	162,925	171,465	108,725	(117,265)	280,190		4	<span style="color: green;">●</span>	Completed
	RC173	RC Doodlakine-Bruce Rock Rd	118,825	93,933	96,829	(71,937)	190,762		4	<span style="color: green;">●</span>	Completed
		<b>Roads to Recovery (R2R)</b>									
	RR163	R2R - Totadgin Road	695,005	337,485	595,147	(237,627)	932,632		3	<span style="color: orange;">●</span>	On Track
	RR174	R2R - Corrigin Bruce Rock Road	47,200	-	-	47,200	-		4	<span style="color: green;">●</span>	Completed
		<b>Regional Road Safety Program</b>									
	RC174	RC Corrigin-Bruce Rock Rd	149,500	114,175	-	35,325	114,175		4	<span style="color: green;">●</span>	Completed

Account Number	GL / Job	Project Description	2022/23 Current Budget	Outstanding Purchase Orders	2022/23 YTD Actual	Variance	Total Committed Expenditure	Responsible Officer			Comment
		<b>Bridges - Replace with Culverts</b>				-					
BR014		Yarding Ardath Rd (Bridge No 4059A)	95,600	-	-	95,600	-		2	●	To be deferred to next FY
BR014A		Yarding Ardath Road (Bridge No 6023)	69,200	-	-	69,200	-		2	●	To be deferred to next FY
BR092		Bridges - Cukela Rd (Bridge 5017)	58,800	-	44,207	14,593	44,207		4	●	Completed
BR001		Shackleton Bilbarin Road (Bridge No 5130)	64,200	-	63,453	747	63,453		4	●	Completed
BR004		Bridges - Belka East Rd (Bridge 6008)	69,490	4,364	53,683	11,443	58,047		4	●	Completed
BR038		Erikin North Rd (Bridge no; 5085)	147,000	-	-	147,000	-		3	●	Commencing soon
BR029		Erikin South Rd (Bridge no; 6033)	126,000	-	-	126,000	-		2	●	To be deferred to next FY
		<b>Council Funded Footpaths</b>									
FC132		Footpath Construction - Butcher Street	24,000	-	37,864	(13,864)	37,864		4	●	Completed, some of the costs to be journalled to the right account- to be reviewed
FC135		FC - Noonajin St (Bwt Swan & Bruce St)	10,000	-	6,283	3,717	6,283		4	●	Completed
		<b>Kerb Replacement</b>									
KR160		Kerb Replacement - Yelland Rd	9,500	-	14,090	(4,590)	14,090		4	●	Completed
		<b>Dams - Community Water Projects</b>									
J13612		Turkey Nest Dam - Community Water Project Grant Funded	30,000	-	-	30,000	-		2	●	There is a little bit of water, yet to confirm the start date
J13613		Small Dams - Community Water Project Grant	15,000	-	-	15,000	-		2	●	Its full of water , may be carried over to next financial year
			8,720,009	1,547,213	3,671,449	3,498,252	5,221,757				



**List of Accounts April 2023**

Chq/EFT	Date	Name	Description	Amount
<b>Municipal Account EFTs</b>				
EFT21230	06/04/2023	BRUCE ROCK ROAD HOUSE, MOTEL AND GENERAL STORE	CATERING FOR COUNCIL FUNCTION	128.25
EFT21231	06/04/2023	BDD AUSTRALIA PTY LTD T/A BEGA	SUPERMARKET ORDER	1,782.60
EFT21232	06/04/2023	BROWNLEY'S PLUMBING & GAS	PLUMBING WORK AT SHIRE PROPERTIES	791.24
EFT21233	06/04/2023	BRUCE ROCK CAFE - LOVE THAT FOOD	OFFICE REFRESHMENTS	62.50
EFT21234	06/04/2023	BRUCE ROCK DISTRICT CLUB	CATERING & REFRESHMENTS FOR COUNCIL FUNCTIONS	781.10
EFT21235	06/04/2023	BRUCE ROCK ROAD HOUSE, MOTEL AND GENERAL STORE	CATERING FOR COUNCIL FUNCTION	120.00
EFT21236	06/04/2023	BUNNINGS NORTHAM	TOOL BOX	155.00
EFT21237	06/04/2023	C-STORE DISTRIBUTION	SUPERMARKET ORDER	780.57
EFT21238	06/04/2023	CHRIS BRAY ELECTRICS PTY LTD	ELECTRICAL WORK AT SHIRE PROPERTY	218.35
EFT21239	06/04/2023	COBBY ANN GRIFFITHS	REIMBURSEMENT OF EXPENSES	14.00
EFT21240	06/04/2023	CODY EXPRESS TRANSPORT	SUPERMARKET FREIGHT	1,392.90
EFT21241	06/04/2023	COLESTAN ELECTRICS	ELECTRICAL WORK AT SHIRE PROPERTIES	1,930.71
EFT21242	06/04/2023	COPIER SUPPORT	PHOTOCOPIER METER READING	476.54
EFT21243	06/04/2023	COUNTRYWIDE FRIDGELINES PTY LTD	SUPERMARKET FREIGHT	104.78
EFT21244	06/04/2023	DEVLYN AUSTRALIA PTY LTD	CONSTRUCTION OF BRUCE ROCK SUPERMARKET	91,355.39
EFT21245	06/04/2023	EASTWAY FOOD SUPPLIES	SUPERMARKET ORDER	1,874.44
EFT21246	06/04/2023	G & R STAINLESS STEEL CONTRACTORS	REPLACEMENT RANGEHOOD FAN	1,947.00
EFT21247	06/04/2023	GREAT SOUTHERN FUEL SUPPLIES	FUEL FOR MARCH	1,632.55
EFT21248	06/04/2023	JAMES LEIGH	REIMBURSEMENT OF EXPENSES	140.00
EFT21249	06/04/2023	LIBERTY OIL RURAL PTY LTD	BULK DIESEL	42,780.00
EFT21250	06/04/2023	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA (LGMA)	STAFF TRAINING	425.00
EFT21251	06/04/2023	LUKERATIVE PLUMBING, GAS & MAINTENANCE	PLUMBING WORK AT SHIRE PROPERTY	214.50
EFT21252	06/04/2023	MAROK WA PTY LTD	SUPERMARKET ORDER	518.59
EFT21253	06/04/2023	MARTINS PRODUCE	SUPERMARKET ORDER	4,919.75
EFT21254	06/04/2023	MERREDIN REFRIGERATION & AIR CONDITIONING	SUPERMARKET COOLING REPAIRS	713.63
EFT21255	06/04/2023	METCASH TRADING LIMITED	SUPERMARKET ORDER	14,363.55
EFT21256	06/04/2023	MHG CONSTRUCTION PTY LTD T/A MATT GILBERT CARPENTRY & MAINTENANCE	MAINTENANCE AT SHIRE PROPERTY	660.00
EFT21257	06/04/2023	MICHAEL GLAZIER	REIMBURSEMENT OF EXPENSES	65.00
EFT21258	06/04/2023	MIDLAND TROPHIES	PLAQUE FOR ROSE BOWL TROPHY	18.00
EFT21259	06/04/2023	MOWMASTER TURF EQUIPMENT	PURCHASE OF NEW CRICKET WICKET ROLLER	37,990.00
EFT21260	06/04/2023	NB HARDWARE & AG SUPPLIES	RETICULATION SUPPLIES	174.89
EFT21261	06/04/2023	OFFICE OF REGIONAL ARCHITECTURE	SUPERMARKET CONSULTANCY	3,289.92
EFT21262	06/04/2023	SHIRE OF BRUCE ROCK - T/AS BRUCE ROCK SUPERMARKET	VARIOUS PURCHASES FOR MARCH	783.56
EFT21263	06/04/2023	SHIRE OF MERREDIN	CONTRIBUTION TO WHEATBELT VISITOR CENTRE MAP & GUIDE	653.83
EFT21264	06/04/2023	SYDNEY TOOLS PTY LTD	TOOLS FOR WORKSHOP	275.00
EFT21265	06/04/2023	TOLL TRANSPORT PTY LTD	FREIGHT CHARGES	511.87
EFT21266	06/04/2023	UES INTERNATIONAL PTY LTD	TOOLBOX LOCK	65.83
EFT21267	06/04/2023	WA CONTRACT RANGER SERVICES	RANGER SERVICES	574.75
EFT21268	11/04/2023	WEST AUSTRALIAN NEWSPAPERS LIMITED	NEWSPAPERS WEEK ENDING 23/03/2023	303.75
EFT21269	12/04/2023	SHIRE OF BRUCE ROCK - CREDIT CARD	CREDIT CARD FOR APRIL 2023	1,509.09
EFT21270	03/04/2023	DEPARTMENT OF TRANSPORT (DOT CLEARING)	DOT CLEARING 30/03/2023 (EOM TRANSACTION)	24,515.30
EFT21271	04/04/2023	DEPARTMENT OF TRANSPORT (DOT CLEARING)	DOT CLEARING 31/03/2023 (EOM TRANSACTION)	3,578.00
EFT21272	13/04/2023	SHIRE OF BRUCE ROCK	PAYROLL DEDUCTIONS	682.00
EFT21273	13/04/2023	ARRB GROUP LTD	STAFF TRAINING	4,995.00
EFT21274	13/04/2023	AVON WASTE	RECYCLING FOR THE MONTH OF MARCH	3,859.81
EFT21275	13/04/2023	BADGELINK	STAFF NAME BADGES	56.00
EFT21276	13/04/2023	BDD AUSTRALIA PTY LTD T/A BEGA	SUPERMARKET ORDER	1,481.27
EFT21277	13/04/2023	BOC LIMITED	GAS BOTTLE RENTAL MARCH 2023	113.16
EFT21278	13/04/2023	BP MEDICAL	MEDICAL SUPPLIES FOR MED CENTRE	335.81
EFT21279	13/04/2023	BRUCE ROCK ENGINEERING	TYRES FOR BK02	1,512.19
EFT21280	13/04/2023	COLPET BROWNLEY	MANAGEMENT OF LANDFILL SITE FOR FNE 12/04/2023	1,768.41
EFT21281	13/04/2023	CORPCLOUD PTY LTD	MED CENTRE IT SUPPORT	172.88
EFT21282	13/04/2023	EASTWAY FOOD SUPPLIES	SUPERMARKET ORDER	1,899.54
EFT21283	13/04/2023	ECOWATER SERVICES	PLUMBING SERVICES AT SHIRE PROPERTY	250.00
EFT21284	13/04/2023	ELDERS RURAL SERVICES AUSTRALIA LIMITED	AQUATIC CENTRE CHEMICALS	2,645.05
EFT21285	13/04/2023	FILTERS PLUS WA	PARTS FOR BK1018	210.32
EFT21286	13/04/2023	FORTH CONSULTING PTY LTD	SUPERMARKET CONSTRUCTION PHASE ENGINEERING CONSULTANCY	1,375.00
EFT21287	13/04/2023	GYM CARE	ANTIBACTERIAL WIPES	174.90
EFT21288	13/04/2023	HERSEY'S SAFETY PTY LTD	WORKSHOP CONSUMABLES, LINE MARKING PAINT AND FUEL METER	1,823.77
EFT21289	13/04/2023	KATIE FUCHSBICHLER	RUBBISH COLLECTION FOR FNE 12.04.2023	2,500.00
EFT21290	13/04/2023	KENNARDS HIRE MIDLAND	HIRE OF TRAFFIC SIGNALS	599.98

EFT21291	13/04/2023	MAROK WA PTY LTD	SUPERMARKET ORDER	123.20
EFT21292	13/04/2023	MARTINS PRODUCE	SUPERMARKET ORDER	3,307.82
EFT21293	13/04/2023	MERREDIN TELEPHONE SERVICES	ACCESS CARDS FOR GYM & SECURITY MONITORING	330.66
EFT21294	13/04/2023	METCASH TRADING LIMITED	SUPERMARKET ORDER	20,381.30
EFT21295	13/04/2023	NAPA	PARTS FOR BK011, BK604 AND BK655	461.47
EFT21296	13/04/2023	OFFICEWORKS BUSINESS DIRECT	STATIONERY ORDER	390.89
EFT21297	13/04/2023	SUNNYSIDE STAIRS	DEPOSIT FOR SUPPLY AND INSTALL STAIRCASE AT REC CENTRE	1,837.31
EFT21298	13/04/2023	SYNERGY	ELECTRICITY FOR SHIRE PROPERTIES	11,692.70
EFT21299	13/04/2023	THE TRUSTEE FOR THE SHACKLETON BULK HAULAGE TRUST T/A	SUPPLY AND DELIVER SAND, STONE AND METAL DUST	12,309.00
EFT21300	13/04/2023	UES INTERNATIONAL PTY LTD	PARTS FOR BK650	142.56
EFT21301	13/04/2023	WA DISTRIBUTORS PTY LTD T/AS ALLWAYS FOODS	CLEANING SUPPLIES	468.45
EFT21302	13/04/2023	WALLIS COMPUTER SOLUTIONS	REPLACEMENT LAPTOP, SOFTWARE & SUPERMARKET NETWORK ACCESS	5,089.66
EFT21303	13/04/2023	WESTRAC PTY LTD	PARTS FOR BK510	4,857.00
EFT21304	11/04/2023	DEPARTMENT OF TRANSPORT DRIVER AND VEHICLE SERVICES	DOT VEHICLE INSPECTION BALANCE OF REVENUE MARCH 2023 (EOM	124.70
EFT21305	17/04/2023	DEPARTMENT OF MINES AND PETROLEUM	BSL FOR MARCH 2023	56.65
EFT21306	20/04/2023	AUSTRALIA POST	POSTAL CHARGES	103.33
EFT21307	20/04/2023	AUSTRALIAN TAXATION OFFICE	BAS FOR MARCH 2023	26,589.00
EFT21308	20/04/2023	BADGELINK	STAFF NAME BADGES	27.00
EFT21309	20/04/2023	BDD AUSTRALIA PTY LTD T/A BEGA	SUPERMARKET ORDER	1,281.75
EFT21310	20/04/2023	BITUTEK PTY LTD (CONTRACTING)	VARIOUS ROADS SEALING (PART PAYMENT)	219,781.25
EFT21311	20/04/2023	BK AIR & SERVICES	EXCHANGE GAS BOTTLES	360.00
EFT21312	20/04/2023	BP MEDICAL	MEDICAL SUPPLIES FOR MED CENTRE	89.60
EFT21313	20/04/2023	BRUCE ROCK CAFE - LOVE THAT FOOD	CATERING FOR MEETING	40.00
EFT21314	20/04/2023	BRUCE ROCK DISTRICT CLUB	REFRESHMENTS FOR SHIRE FUNCTION	130.00
EFT21315	20/04/2023	BRUCE ROCK ENGINEERING	TYRES FOR BK9355, BK9375, BK727, BK08, BK1 AND PARTS FOR BK025 & BK650	10,367.02
EFT21316	20/04/2023	BRUCE ROCK LPO	STATIONERY FOR SHIRE	65.88
EFT21317	20/04/2023	BRUCE ROCK ROAD HOUSE, MOTEL AND GENERAL STORE	CATERING FOR SHIRE FUNCTION	55.00
EFT21318	20/04/2023	BUNNINGS MIDLAND W/H	MATERIALS FOR SHIRE OFFICE & DEPOT	49.40
EFT21319	20/04/2023	CODY EXPRESS TRANSPORT	SUPERMARKET FREIGHT	1,352.58
EFT21320	20/04/2023	COLESTAN ELECTRICS	ELECTRICAL WORK AT VARIOUS SHIRE PROPERTIES	2,248.14
EFT21321	20/04/2023	CONNELLY IMAGES	SIGNAGE FOR RAILWAY DAM PRECINCT	1,254.00
EFT21322	20/04/2023	CORPCLOUD PTY LTD	MED CENTRE IT SUPPORT	389.22
EFT21323	20/04/2023	COUNTRYWIDE FRIDGELINES PTY LTD	SUPERMARKET FREIGHT	67.03
EFT21324	20/04/2023	EASTWAY FOOD SUPPLIES	SUPERMARKET ORDER	1,113.56
EFT21325	20/04/2023	ELEC TECH DIESEL SERVICES PTY LTD	SERVICE BK2	360.99
EFT21326	20/04/2023	ENVIRONMENTAL WASTEWATER CATCHMENT SERVICES PTY.	STREET SWEEPING	3,312.10
EFT21327	20/04/2023	JASON SIGNMAKERS	ROAD AND TRAFFIC MANAGEMENT SIGNS	2,504.48
EFT21328	20/04/2023	JTB - JAPANESE TRUCK & BUS SPARES	PARTS FOR BK377	239.95
EFT21329	20/04/2023	LANE INDUSTRIES (AUSTRALIA) PTY LTD	DEPOSIT FOR SUPPLY AND INSTALL FURNITURE FOR SUPERMARKET	59,486.90
EFT21330	20/04/2023	MAROK WA PTY LTD	SUPERMARKET ORDER	245.44
EFT21331	20/04/2023	MARTINS PRODUCE	SUPERMARKET ORDER	3,468.37
EFT21332	20/04/2023	MCCALL MOTORS PTY LTD	PARTS FOR PBK6338 AND TOWNSITE MAINTENANCE	803.22
EFT21333	20/04/2023	MERREDIN PANEL AND PAINT	INSURANCE EXCESS BK472	300.00
EFT21334	20/04/2023	METCASH TRADING LIMITED	SUPERMARKET ORDER	4,607.60
EFT21335	20/04/2023	MOORE AUSTRALIA	STAFF TRAINING	2,090.00
EFT21336	20/04/2023	NAPA	MATERIALS FOR WORKSHOP	66.56
EFT21337	20/04/2023	OFFICE EASY PTY LTD TRADING AS BUSINESS BASE	OFFICE FURNITURE	1,825.00
EFT21338	20/04/2023	OFFICE OF REGIONAL ARCHITECTURE	SUPERMARKET ARCHITECTURAL SERVICES	536.25
EFT21339	20/04/2023	OFFICEWORKS BUSINESS DIRECT	STATIONARY ORDER	178.21
EFT21340	20/04/2023	RESONLINE PTY LTD	ONLINE CARAVAN PARK BOOKING SYSTEM	220.00
EFT21341	20/04/2023	SAMANTHA ELIZABETH AURISCH	REIMBURSEMENT OF EXPENSES	143.76
EFT21342	20/04/2023	SANDS FRIDGE LINES	SUPERMARKET FREIGHT	998.16
EFT21343	20/04/2023	SHRED-X PTY LTD	SECURE SHREDDING BIN RENTAL	13.00
EFT21344	20/04/2023	STIHL SHOP MALAGA	PARTS FOR SMALL PLANT	288.00
EFT21345	20/04/2023	SYNERGY	ELECTRICITY FOR SHIRE PROPERTY	2,380.43
EFT21346	20/04/2023	TELSTRA	TELEPHONE USAGE CHARGES	1,918.46
EFT21347	20/04/2023	TOLL TRANSPORT PTY LTD	FREIGHT CHARGES	336.37
EFT21348	20/04/2023	TOOL KIT DEPOT	WORKSHOP EQUIPMENT	393.05
EFT21349	20/04/2023	UES INTERNATIONAL PTY LTD	PARTS FOR BK1018 & BK02	698.34
EFT21350	20/04/2023	WA CONTRACT RANGER SERVICES	RANGER SERVICES	522.50
EFT21351	20/04/2023	WESFARMERS KLEENHEAT GAS PTY LTD	GAS BOTTLE RENTAL	93.50
EFT21352	20/04/2023	WIDEAWAKE PTY LTD T/AS IDEAL SALES	SUPERMARKET ORDER	3,926.03
EFT21353	20/04/2023	WEST COAST ASBESTOS REGISTERS	REMOVAL & DISPOSAL OF ASBESTOS	1,380.00
EFT21354	20/04/2023	BITUTEK PTY LTD (CONTRACTING)	VARIOUS ROADS SEALING (FINAL PART PAYMENT)	357,107.63
EFT21355	27/04/2023	BDD AUSTRALIA PTY LTD T/A BEGA	SUPERMARKET ORDER	2,845.82
EFT21356	27/04/2023	CODY EXPRESS TRANSPORT	SUPERMARKET FREIGHT	1,014.21
EFT21357	27/04/2023	COLPET BROWNLEY	MANAGEMENT OF LANDFILL SITE FNE 26/04/2023	2,021.04

EFT21358	27/04/2023	EASTWAY FOOD SUPPLIES	SUPERMARKET ORDER	2,264.32
EFT21359	27/04/2023	JOHN HUGHES PARK FORD	PURCHASE OF NEW VEHICLE BK010	38,477.20
EFT21360	27/04/2023	KATIE FUCHSBICHLER	RUBBISH COLLECTION FOR FNE 26/04/2023	2,500.00
EFT21361	27/04/2023	MAROK WA PTY LTD	SUPERMARKET ORDER	245.44
EFT21362	27/04/2023	MARTINS PRODUCE	SUPERMARKET ORDER	5,379.67
EFT21363	27/04/2023	METCASH TRADING LIMITED	SUPERMARKET ORDER	12,804.34
EFT21364	27/04/2023	SANDS FRIDGE LINES	SUPERMARKET FREIGHT	2,702.29
EFT21365	27/04/2023	SHIRE OF BRUCE ROCK	PAYROLL DEDUCTIONS	682.00
EFT21366	13/04/2023	WEST AUSTRALIAN NEWSPAPERS LIMITED	NEWSPAPERS WEEK ENDING 02/04/2023	290.39
EFT21367	19/04/2023	WEST AUSTRALIAN NEWSPAPERS LIMITED	NEWSPAPERS WEEK ENDING 09/04/2023	365.86
<b>Total EFTs</b>				<b>1,120,020.83</b>
<b>Municipal Account Cheques</b>				
119	06/04/2023	WATER CORPORATION	WATER USAGE AT SHIRE PROPERTIES	9,589.54
120	17/04/2023	WESTERN POWER	WESTERN POWER DESIGN FEE FOR SUPERMARKET	6,600.00
<b>Total Cheques</b>				<b>16,189.54</b>
<b>Wages and Salaries</b>				
	12/04/2023	PAYROLL DIRECT DEBIT OF NET PAYS	PAYROLL FORTNIGHT ENDING 12/04/2023	86,022.67
	26/04/2023	PAYROLL DIRECT DEBIT OF NET PAYS	PAYROLL FORTNIGHT ENDING 26/04/2023	86,324.40
<b>Total Wages and Salaries</b>				<b>172,347.07</b>
<b>Municipal Account Direct Debits</b>				
DD8972.1	12/04/2023	AWARE SUPER PTY LTD	PAYROLL DEDUCTIONS	10,142.97
DD8972.2	12/04/2023	BENDIGO SMART SAVER SUPER	SUPERANNUATION CONTRIBUTIONS	376.96
DD8972.3	12/04/2023	MERCER SMARTSUPER	SUPERANNUATION CONTRIBUTIONS	-99.15
DD8972.4	12/04/2023	HOST PLUS SUPERANNUATION	PAYROLL DEDUCTIONS	565.84
DD8972.5	12/04/2023	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	311.69
DD8972.6	12/04/2023	THE TRUSTEE FOR AUSTRALIAN RETIREMENT TRUST	SUPERANNUATION CONTRIBUTIONS	241.40
DD8972.7	12/04/2023	MACQUARIE SUPER MANAGER II	SUPERANNUATION CONTRIBUTIONS	190.56
DD8972.8	12/04/2023	SUPERWRAP PERSONAL SUPER PLAN	SUPERANNUATION CONTRIBUTIONS	785.86
DD8972.9	12/04/2023	WEALTH PERSONAL SUPERANNUATION AND PENSION FUND	SUPERANNUATION CONTRIBUTIONS	369.00
DD9000.1	26/04/2023	AWARE SUPER PTY LTD	PAYROLL DEDUCTIONS	9,869.00
DD9000.2	26/04/2023	BENDIGO SMART SAVER SUPER	SUPERANNUATION CONTRIBUTIONS	348.24
DD9000.3	26/04/2023	MERCER SMARTSUPER	SUPERANNUATION CONTRIBUTIONS	193.09
DD9000.4	26/04/2023	HOST PLUS SUPERANNUATION	PAYROLL DEDUCTIONS	574.57
DD9000.5	26/04/2023	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	361.51
DD9000.6	26/04/2023	THE TRUSTEE FOR AUSTRALIAN RETIREMENT TRUST	SUPERANNUATION CONTRIBUTIONS	242.77
DD9000.7	26/04/2023	MACQUARIE SUPER MANAGER II	SUPERANNUATION CONTRIBUTIONS	190.56
DD9000.8	26/04/2023	SUPERWRAP PERSONAL SUPER PLAN	SUPERANNUATION CONTRIBUTIONS	785.86
DD9000.9	26/04/2023	WEALTH PERSONAL SUPERANNUATION AND PENSION FUND	SUPERANNUATION CONTRIBUTIONS	499.84
DD8972.10	12/04/2023	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	2,052.29
DD8972.11	12/04/2023	PRIME SUPER	SUPERANNUATION CONTRIBUTIONS	459.94
DD8972.12	12/04/2023	VIRGIN MONEY SUPER	SUPERANNUATION CONTRIBUTIONS	193.81
DD8972.13	12/04/2023	AMP RETIREMENT SAVINGS ACCOUNT	SUPERANNUATION CONTRIBUTIONS	76.11
DD8972.14	12/04/2023	AMP LIFE LIMITED	SUPERANNUATION CONTRIBUTIONS	240.94
DD9000.10	26/04/2023	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	2,025.27
DD9000.11	26/04/2023	PRIME SUPER	SUPERANNUATION CONTRIBUTIONS	472.94
DD9000.12	26/04/2023	VIRGIN MONEY SUPER	SUPERANNUATION CONTRIBUTIONS	193.81
DD9000.13	26/04/2023	AMP RETIREMENT SAVINGS ACCOUNT	SUPERANNUATION CONTRIBUTIONS	91.45
DD9000.14	26/04/2023	AMP LIFE LIMITED	SUPERANNUATION CONTRIBUTIONS	241.77
<b>Total Direct Debits</b>				<b>31,998.90</b>
<b>Credit Card Payments</b>				
EFT21269	12/04/2023	HEALTHENGINE	HEALTH ENGINE APP, SMS RECALLS & NEW PATIENTS	141.90
		REMARKABLE	WRITING TABLETS	998.00
		BENDIGO BANK	INTERNATIONAL TRANSACTION FEE	29.94
		BENDIGO BANK	CARD FEE	4.00
		ACTIV8ME	INTERNET FOR MARCH/APRIL	45.40
		WESTNET	INTERNET FOR APRIL	89.95
			INTERNET FOR APRIL	89.95
			INTERNET FOR APRIL	109.95
<b>Total Credit Card Payments</b>				<b>1,509.09</b>
<b>Total Municipal Account EFT Payments</b>				<b>1,120,020.83</b>
<b>Total Municipal Account Cheque Payments</b>				<b>16,189.54</b>
<b>Total Trust Account EFT Payments</b>				<b>0.00</b>
<b>Total Trust Account Cheque Payments</b>				<b>0.00</b>
<b>Total Wages</b>				<b>204,345.97</b>
<b>Total</b>				<b>1,340,556.34</b>



Shire of  
**Bruce Rock**  
*Where friends become family*

# Draft Long Term Financial Plan

2023-2033

# Contents

<b>1.0</b>	<b>FOREWORD</b>	<b>4</b>
<b>2.0</b>	<b>KEY INFORMATION</b>	<b>5</b>
<b>3.0</b>	<b>EXECUTIVE SUMMARY</b>	<b>6</b>
<b>4.0</b>	<b>COMMUNITY PROFILE, VISION AND OBJECTIVE</b>	<b>7</b>
<b>5.0</b>	<b>LONG TERM FINANCIAL PLANNING OVERVIEW</b>	<b>8</b>
<b>6.0</b>	<b>SCENARIO MODELLING</b>	<b>11</b>
<b>7.0</b>	<b>STRATEGIC PLANNING AND POLICIES</b>	<b>12</b>
<b>8.0</b>	<b>RISK MANAGEMENT</b>	<b>13</b>
<b>9.0</b>	<b>ASSUMPTIONS, RISKS, UNCERTAINTIES AND SENSITIVITY</b>	<b>14</b>
<b>10.0</b>	<b>MONITORING AND PERFORMANCE</b>	<b>20</b>
	<b>APPENDIX A1 – FORECAST FINANCIAL STATEMENTS</b>	<b>21</b>
	<b>APPENDIX A2 – FORECAST STATEMENT OF COMPREHENSIVE INCOME BY NATURE OR TYPE 2023 - 2033</b>	<b>23</b>
	<b>APPENDIX A3 – FORECAST STATEMENT OF FINANCIAL POSITION 2023 - 2033</b>	<b>24</b>
	<b>APPENDIX A4 – FORECAST STATEMENT OF CHANGES IN EQUITY 2023 - 2033</b>	<b>25</b>
	<b>APPENDIX A5 – FORECAST STATEMENT OF CASHFLOWS 2023 - 2033</b>	<b>26</b>
	<b>APPENDIX A6 – FORECAST STATEMENT OF FUNDING 2023 - 2033</b>	<b>27</b>
	<b>APPENDIX A7 – FORECAST STATEMENT OF NET CURRENT ASSET COMPOSITION 2023 - 2033</b>	<b>28</b>
	<b>APPENDIX A8 – FORECAST STATEMENT OF FIXED ASSET MOVEMENTS 2023 - 2033</b>	<b>29</b>
	<b>APPENDIX A9 – FORECAST STATEMENT OF CAPITAL FUNDING 2023 - 2033</b>	<b>30</b>
	<b>APPENDIX A10 – FORECAST RATIOS 2023 - 2033</b>	<b>31</b>
	<b>APPENDIX A11 – FORECAST SIGNIFICANT ACCOUNTING POLICIES</b>	<b>32</b>
	<b>APPENDIX B1 – GLOSSARY</b>	<b>36</b>

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# Our Vision

*Where friends become family*

# 1.0 Foreword

We are pleased to present the Shire of Bruce Rock Draft Long Term Financial Plan for 2023 - 2033.

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

The Shire will encounter many challenges and opportunities over the next 10 years. Changes in population levels and demographics bring with them changing community needs and expectations. The Council will require a clear understanding of its capacity to meet these service expectations as it maintains a strong focus on sound financial management.

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

The Shire of Bruce Rock's Draft Long Term Financial Plan is an important planning tool as we strive to achieve the strategies set out in the Shire of Bruce Rock Strategic Community Plan 2022 - 2032.

This Plan will be used with the Corporate Business Plan and Workforce Plan to achieve our goals and drive the Shire in achieving its vision of "Where friends become family".

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

Stephen Strange  
President

Darren Mollenoyux  
Chief Executive Officer

# 2.0 Key Information

## ASSUMPTIONS


**3.5%**  
 Inflation Rate


**Stable**  
 Population

**Stable**  
 Levels of Service


**Stable**  
 Operations

**Balanced**  
 Annual Budget

**5% from 2023-24 →**  
 (CPI 3.5%)  
Rates

**3.5% from 2023-24 →**  
 (3.5% CPI)  
Employee Costs


## STATISTICS <sup>1</sup>

**9**  
 \*7 from Oct 2023  
Elected Members

**50**  
 Employees

**670**  
 Electors

**572**  
 Dwellings

**244km**  
 Distance from  
Perth

**2,772km<sup>2</sup>**  
 Area

**945**  
 Population

<sup>1</sup>WALGA Online Local Government Directory 2020/21, Shire of Bruce Rock



## 3.0 Executive Summary

The following information provides a brief summary of the Draft Long Term Financial Plan 2023 - 2033, this should be read in conjunction with the underlying assumptions detailed in this Plan.

### 3.1 Planning for a Sustainable and Stable Future

The Shire of Bruce Rock is planning for a positive and stable future, despite the current uncertainty arising from inflation and global supply storages. The Shire seeks to maintain, and where possible, improve service levels into the future while ensuring a healthy financial position.

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

### 3.2 Significant Issues

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

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

Adequate maintenance, renewal and upgrading of the road network remains highly dependent on the receipt of external grants and contributions.

Rate revenue is forecast to increase at 5% per year from 2023/24 for the duration of the Plan. These increases are to assist in the long term financial stability of the Shire and to increase the level of services to the community where possible. These increases will be reviewed annually when setting future budgets and once the impacts of the inflation and current global supply shortages are more apparent.

### 3.3 Forecast Capital Projects

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

Project by Asset Class	2023 - 2033 Amount (\$)
<b>Infrastructure – Roads</b>	
Road upgrades and renewal program	12,128,710
<b>Infrastructure - Roads Total</b>	<b>12,128,710</b>
<b>Other infrastructure - bridges</b>	
Bridges renewals	800,000
<b>Other infrastructure – bridges Total</b>	<b>800,000</b>
<b>Other infrastructure - other</b>	
Main street playground	1,800,000
Main street revitalisation	450,000
Hockey turf replacement	200,000
Oval refurbishment	300,000
Aquatic centre refurbishment	300,000
Synthetic bowling green replacement	300,000
<b>Other infrastructure - other Total</b>	<b>3,350,000</b>
<b>Buildings - non-specialised</b>	
Building renewals	2,650,000
<b>Buildings - non-specialised Total</b>	<b>2,650,000</b>
<b>Buildings - specialised</b>	
Depot renewal	3,000,000
<b>Buildings - specialised Total</b>	<b>3,000,000</b>
<b>Plant and Equipment</b>	
Plant replacement program	6,268,016
<b>Plant and Equipment Total</b>	<b>6,268,016</b>
<b>Grand Total</b>	<b>28,196,726</b>

# 4.0 Community Profile, Vision and Objective

## 4.1 Location and Heritage

Bruce Rock is located in the heart of the West Australian Wheatbelt, 244km east of Perth. The Shire of Bruce Rock covers 2,724 square kilometres. In 2021, the Shire of Bruce Rock's population on the night of the census was 979.

Settlers had been allocated land around Bruce Rock township commencing in 1860, with the town of Bruce Rock gazetted in 1913. The Shire comprises of five town sites, Ardath, Babakin, Bruce Rock, Kwolyin and Shackleton.

The Shire continues to maintain a number of assets to service the community, and welcome visitors to enjoy the picturesque main street, gardens, amphitheatre and sculpture park, historic buildings, museums, federation style verandas and great facilities.

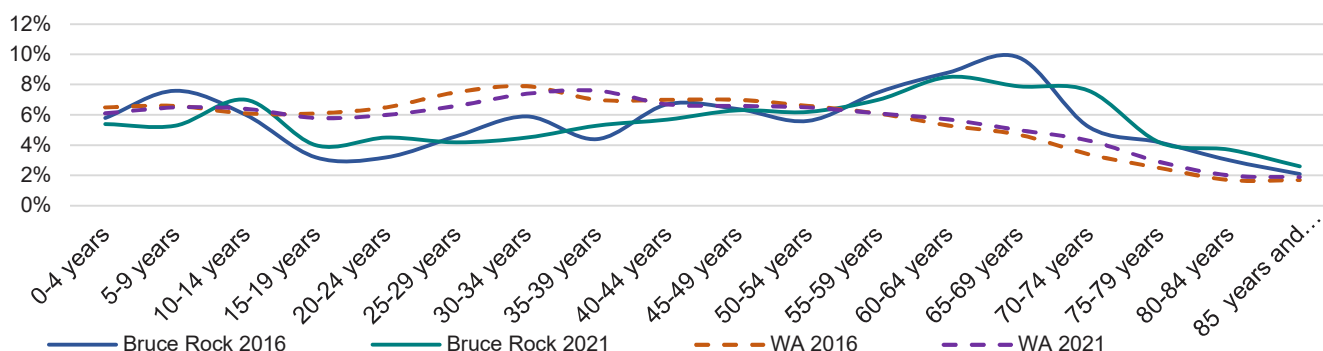
With a great community spirit, rich agricultural history and plenty of services and facilities on offer, the Shire of Bruce Rock is an ideal country area to raise a family.

## 4.2 People

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

Population	2016	2021
Shire of Bruce Rock	930	↑ 979
WA	2.47m	↑ 2.66m

The age demographic of the districts population is reflected by the blue (2016 Census) and green (2021 Census) lines in the chart at the bottom of the page. When compared to the age demographic of the West Australian population reflected by the dotted lines, it is apparent the Shire of Bruce Rock has a higher percentage of older residents.



## 4.3 Vision

The Shire's strategic vision: *Where friends become family*

## 4.4 Strategic Objectives

The following key themes are identified in the Shire's Strategic Community Plan 2022 – 2032 and considered within the Draft Long Term Financial Plan:

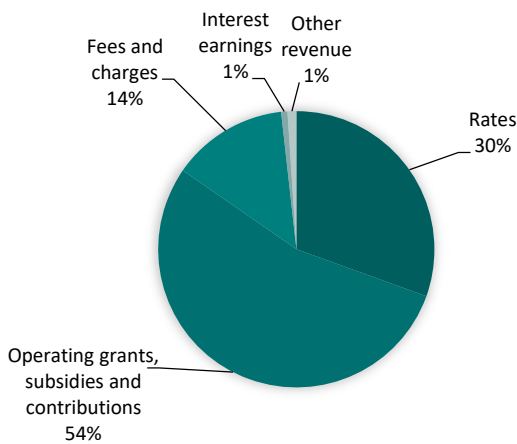
- The importance of agriculture to the local economy and the need to maintain road networks;
- Consistent and clear communication to the community by the Shire;
- Desire to attract tourists and support businesses;
- Attracting permanent and transient populations to use our services and facilities;
- The retention of schools and local health services;
- Improved telecommunications;
- The importance of volunteering and support required; and
- Care for our seniors and services to support them.

# 5.0 Long Term Financial Planning Overview

## 5.1 Forecast Revenue

Rates are expected to increase annually by 5% (inflation 3.5% +1.5%) in 2023-24 and generate \$1.80m before increasing to \$2.79m in 2032-33 and comprise 30% of operating revenue over the term of the Plan. The Shire is reliant on receiving more than \$40.13m over the next 10 years in untied operating grants, subsidies and contributions to maintain the current level of operations and services. Non operating grants are expected to remain relatively stable for road renewal.

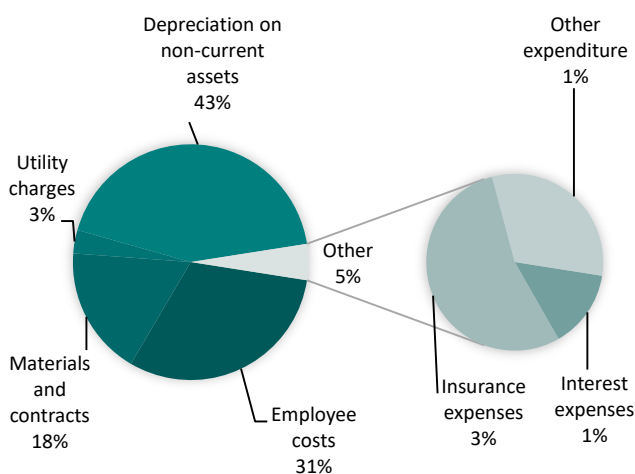
### 5.1.1 Revenue Composition Year 1 to 10



## 5.2 Forecast Expenditure

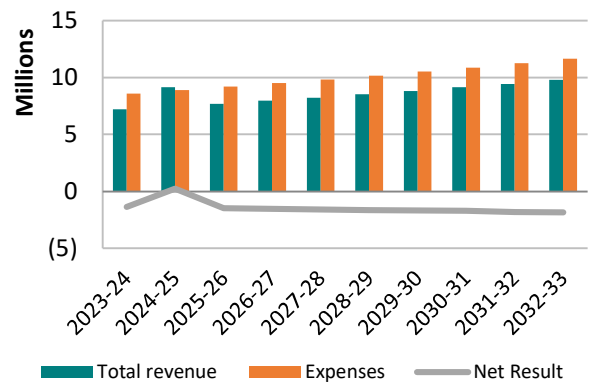
Expenditure is forecast to increase in line with inflation with the exception of depreciation expense which is impacted by the addition of assets over the term of the Plan.

### 5.2.1 Expenditure Composition Year 1 to 10



## 5.3 Net Result

The chart below reflects in the columns the steady increase in operating revenue and expenditure forecast over the 10 years, with the grey line reflecting the net result.



The increase in revenue and net result in 2024-25 is due to an one off increase in forecast capital grants and contributions.

A negative net result over the long term indicates net asset values will decrease faster than depreciation expenses erode asset values. This may be masked by continuous revaluation of assets. Improved asset funding or changes to expected useful life of assets as they are better understood may impact the net result.

## 5.4 Depreciation Expense

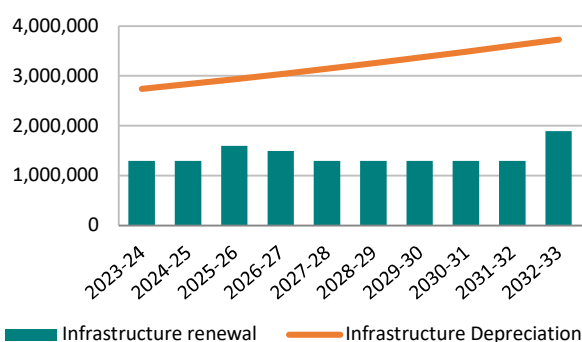
Ideally, the average asset renewal should be in line with depreciation expense over the long term, to ensure the value of assets is maintained. On average, the Shire is planning to renew its infrastructure assets at a lower level than they are depreciating over the term of the Plan due to a shortage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

# 5.0 Long Term Financial Planning Overview (Continued)

## 5.5 Infrastructure Depreciation Expense -V- Asset Renewal Expenditure

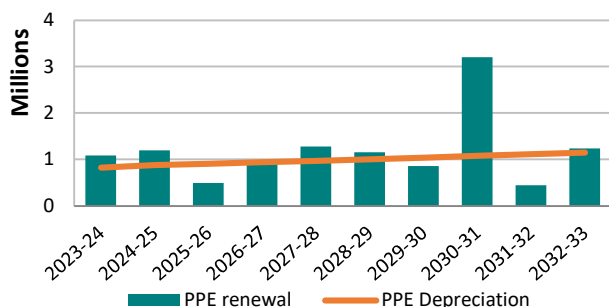
Depreciation expense increases throughout the Plan from \$3.57m in year 1 to \$5.21m in year 10 as assets are revalued and renewed. Depreciation of infrastructure over the 10 years is \$34.22m, shown by the orange line in the chart below. The planned level of infrastructure asset renewal expenditure at \$14.03m (reflected by the green columns) is over the term of the Plan below the level of depreciation.

Further review of asset useful lives for infrastructure



assets in future may be required as changes occur in the construction techniques of road pavements occur and traffic loads vary. Planned property, plant and equipment asset renewals of \$11.92m (reflected by the green columns) over the 10 years is more than the depreciation expense of \$10.06m (reflected by the orange line) over the same period as shown in the chart below.

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



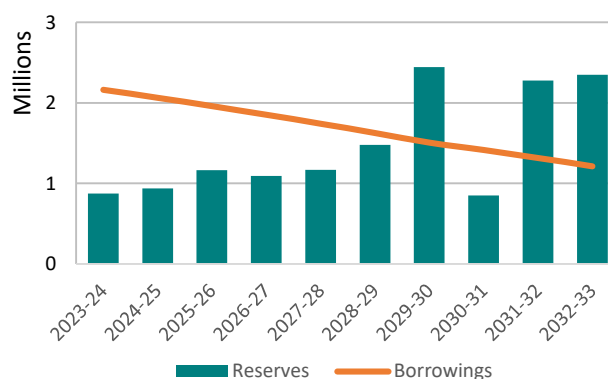
Further improvements in asset management data and the estimation of depreciation expense along with the future renewal of long lived assets may result in a closer alignment between asset renewals and depreciation expense.

## 5.7 Maintenance Expenditure

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

## 5.8 Forecast Borrowings and Reserve accounts

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



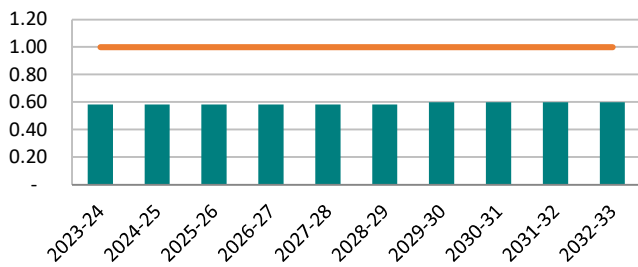
Borrowings are reduced over the course of the plan, this is part of its strategy to allow flexibility to respond to sudden or unexpected expenditure requirements. This strategy also provides scope to leverage off future grant funding opportunities when, and if, they become available. The strategy also includes the use of reserve accounts to save for significant future asset renewal spikes.

# 5.0 Long Term Financial Planning Overview (Continued)

## 5.9 Forecast Operating Ratios 2023 - 2033

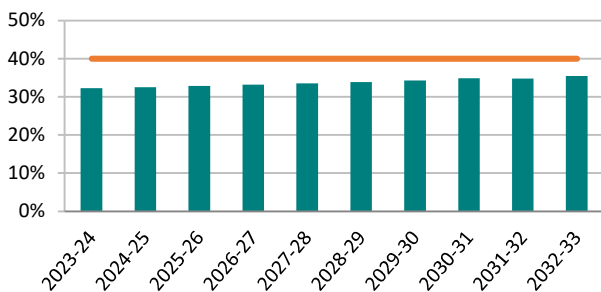
Monitoring the Shire’s financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios. The orange line reflects the Department of Local Government, Sport and Cultural Industries’ (the Department) advisory standard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

### 5.9.1 Current Ratio



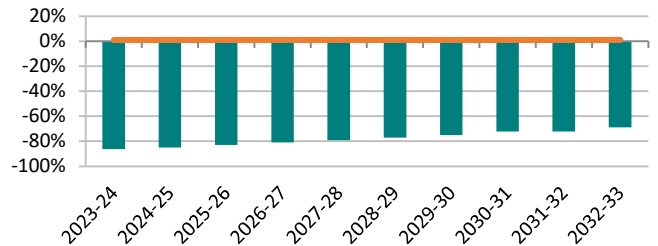
As expected for a Shire with a forecast balanced funding surplus position and current borrowing liabilities, the ratio is less than 1.0 and will be until the borrowings are repaid. The trend is not considered to indicate a threat to the Shire’s long term financial position.

### 5.9.2 Own Source Revenue Coverage Ratio



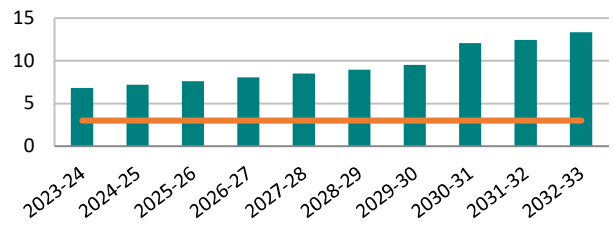
The ratio is below the target due to the Shire’s reliance on state and federal grants. The ratio improves throughout the plan as rates increases take effect.

### 5.9.3 Operating Surplus Ratio



The ratio above highlights how the cumulative impact of the rates increases are intended to address the Operating Surplus Ratio.

### 5.9.4 Debt Service Cover Ratio



The ratio indicates the Shire has an increasing capacity to take up borrowings if required.

An explanation of all ratios is provided at Section 10.2.

# 6.0 Scenario Modelling

## 6.1 Scenario Modelling

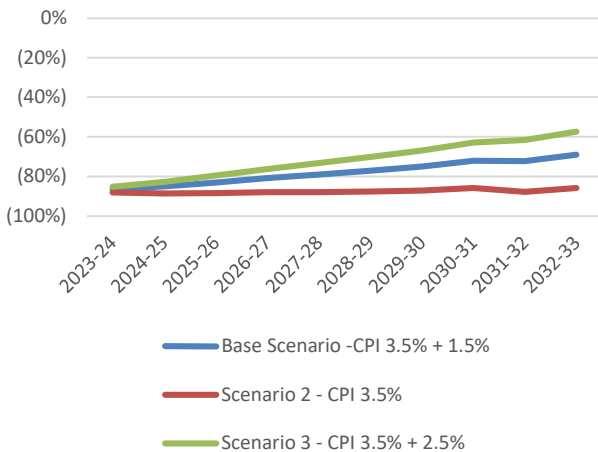
Scenarios were developed to test the financial impact of reduced levels of operating funding. To ascertain the effect of reduced funding levels, modelling of various scenarios was undertaken.

A base scenario was developed with an annual rates yield increase of 5% (inflation 3.5% + 1.5%) throughout the life of the Plan. Two alternative scenarios were also developed from this base as shown in the table below. All other assumptions remained the same across the three scenarios.

Scenario	Rates and Fees & Charges	
	Increase above CPI (3.5%)	Total Increase
Base Scenario	1.5%	5%
Scenario 2	0%	3.5%
Scenario 3	2.5%	6%

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

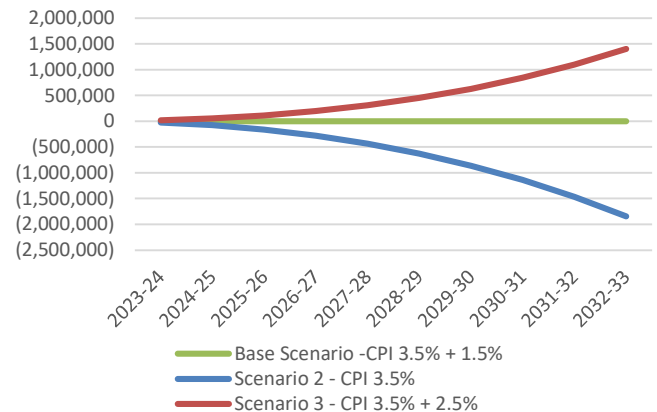
## 6.2 Scenario Comparison – Operating Surplus Ratio



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

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

## 6.3 Estimated Surplus (Deficit) June 30 Carried Forward



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

Estimated Surplus/(Deficit)		
Scenario 1 CPI 3.5% + 1.5% \$	Scenario 2 CPI 3.5% + 0% \$	Scenario 3 CPI 3.5% + 2.5% \$
0	(25,681)	17,119
0	(79,868)	53,670
0	(165,596)	112,177
0	(284,347)	195,396
0	(438,388)	306,329
0	(630,514)	448,248
0	(863,697)	624,714
0	(1,141,094)	839,597
0	(1,466,060)	1,097,103
0	(1,842,157)	1,401,796

# 7.0 Strategic Planning and Policies

## 7.1 Linkage with Other Plans

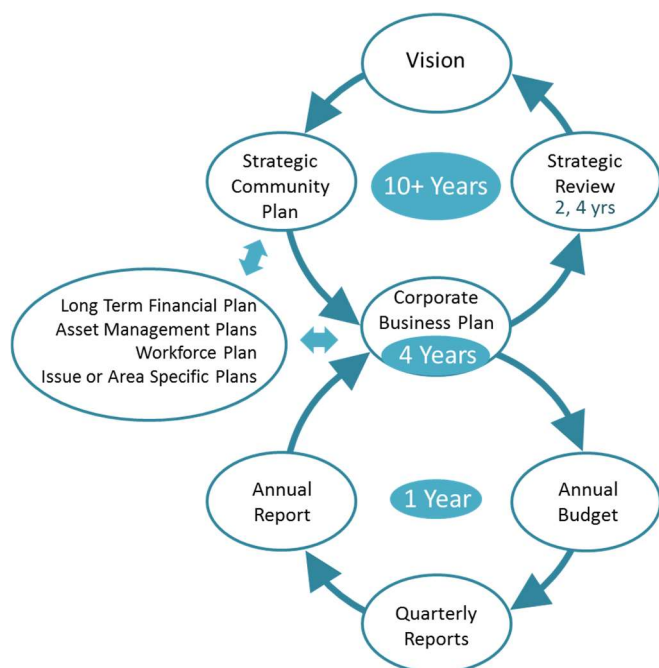
The Strategic Resource Plan is one component of a number of integrated strategic planning practices the Shire has developed. Combining asset management planning and long term financial planning into one document, the Strategic Resource Plan considers, and influences, workforce planning along with other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

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

## 7.2 Strategic Documents Linkage

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

Diagram: Integrated Planning and Reporting Cycle<sup>1</sup>



## 7.3 Strategic Community Plan 2022 - 2032

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

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

## 7.4 Corporate Business Plan

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

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

## 7.5 Workforce and Other Strategic Plans

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

The Shire's Workforce Plan has been considered in the development of this Strategic Resource Plan. No financial impacts are expected from the Workforce Plan with employee costs forecast to rise in line with forecast inflation of 3.5%.

<sup>1</sup> Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016

# 8.0 Risk Management

## 8.1 Risk Management

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

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

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

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

## 8.2 Certainty of Assumptions

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

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

## 8.3 Sensitivity Analysis

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

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



# 9.0 Assumptions, Risks, Uncertainties and Sensitivity

## 9.1 Revenue – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>District Growth in Population:</b> The number of residents in the Shire is expected to remain stable.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Rates Level Increase:</b> Annual rates have been based on an increase in the total rate yield of 5% from 2023/24 onwards, being in line with forecast inflation rate.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Operating Grants and Contributions:</b> Increases in line with inflation forecast.	High	The road maintenance program and general operations of the Shire are dependent on levels of Federal Financial Assistance Grants. Changes in the levels of these grants would impact directly on the Shire's ability to meet projected service levels.	High	± \$34,205 to the value of operating grants and contributions per 1% movement in the value in the first year of the Plan.
<b>Non-operating Grants and Contributions:</b> Remain in line with funding requirements identified for various capital works.	High	The forecast capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately impact on service levels.	High	± \$117,858 to the value of non-operating grants and contributions per 1% movement in the value over the life of the Plan.
<b>Fees and Charges:</b> Increases in line with inflation forecast.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Interest Earnings:</b> Interest earning of an average rate of 2.5% per annum.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Other Revenue:</b> Increases in line with inflation.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Profit on Asset Disposal:</b> Profit on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate no profit on asset disposals has been included.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9.2 Expenditure – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Employee Costs:</b> Increased annually by forecast inflation.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Materials and Contracts:</b> Increased annually by forecast inflation.	High	The road preservation program and general operations of the Shire are dependent on levels of Federal Financial Assistance Grants. Changes in the levels of these grants would impact directly on the Shire's ability to meet projected service levels.	High	± \$181,989 to the value of materials and contracts per 1% movement in the value over the life of the Plan. A high level of uncertainty exists due to current good and labour storages.
<b>Depreciation:</b> Depreciation has been calculated using an average depreciation rate based on the estimated useful lives on individual assets.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Insurance:</b> Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Other Expenditure:</b> Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Loss on Asset Disposal:</b> A loss on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate in the Plan no loss on asset disposals has been included in the Plan.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9.3 Assets – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Revaluations:</b> In line with annual inflation.	Low	The revaluation of assets may result in changes in asset ratio analysis and depreciations leading to a change in the net result. The revaluation of assets will have no impact on Cashflows.	High	±\$521,173 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$582,899 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.
<b>Impairment of Assets:</b> No impairment of assets has been assumed over the life of the Plan. Impairment of assets usually occurs due to unplanned or unforeseen events such as natural disasters.	High	A widespread major impairment event may result in a requirement for high levels of expenditure to maintain service levels.	Medium	Unable to be quantified.
<b>Infrastructure Assets:</b> Expenditure has been based on historical levels escalated by inflation.	High	The capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately on service levels.	High	±\$117,858 to the value of infrastructure assets per 1% movement in the capital grants received over the life of the Plan.
<b>Property, Plant and Equipment:</b> Building expenditure is in accordance with the 10 Year Capital Plan, and plant expenditure is based on the Plant Replacement Program.	Medium	Not assessed as high financial risk as the frequency of capital grants for buildings is not as pervasive as roadwork's and plant and equipment replacement is not influenced by external grant funds.	Medium	Not assessed as high level of uncertainty.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9.4 Liabilities – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Borrowings:</b> New borrowings to be considered for capital works where required.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Employee Entitlements:</b> It has been assumed the Shire will be in a position to meet its obligations in relation to employee entitlements.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9.5 Equity Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Reserve accounts:</b> It has been assumed the Shire will invest reserve account cash in term deposits with banking institutions and these funds will be available for use during the term of the Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Revaluation Surplus:</b> Increasing in line with inflation based revaluation.	Low	The revaluation of assets to their fair value may result in changes in asset ratio analysis and depreciation leading to a change in the net result. The revaluations of assets will have no impact on Cashflows.	High	±\$521,173 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$582,899 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.

# 9.0 Assumptions, Risks, Uncertainties and Sensitivity (Continued)

## 9.6 Other – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure/Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<p><b>Ownership of Strategic Assets:</b> The Shire has not planned for the ownership of any strategic assets to be transferred to another party over the term of the Plan.</p>	High	Any significant changes to the ownership of strategic assets would require an amendment to this Plan and, depending on the circumstance, be subject to community consultation.	Low	Not assessed as high level of uncertainty.
<p><b>Inflators:</b> Forecast inflation at 3.5% per annum.</p>	Medium	Not assessed as high financial risk.	High	± \$ 741,135 to operating revenue per 1% movement in the inflators over the life of the Plan. ± \$1,026,637 to operating expenditure per 1% movement in the inflators over the life of the Plan.
<p><b>Commercial Activities:</b> The Shire has no plans to undertake a significant commercial activity during the period of the Plan.</p>	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<p><b>General Economic Forecasts for State:</b> The economic forecast for the State is closely linked to the success of the mining industry. Demands for minerals is forecast to remain stable in the short term with a corresponding stability of the state economy.</p>	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<p><b>General Economic Forecasts for Region:</b> Historically, the region's economy is heavily dependent on agriculture and this remains the assumption for the term of this Plan.</p>	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.

# 10.0 Monitoring and Performance

## 10.1 Monitoring

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

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

## 10.2 Ratio Targets

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

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

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

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

# Appendix A1 - Forecast Financial Statements

## Financial Statements

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

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

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

## Statements of Comprehensive Income

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

## Statement of Financial Position

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

## Statement of Changes in Equity

This statement discloses the changes in equity over the forecast period. It shows the impact of operations on net assets and the movement in reserve accounts and revaluation surplus.

## Statement of Cashflows

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

## Statement of Funding

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

## Statement of Net Current Asset Composition

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

## Statement of Fixed Asset Movements

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

## Statement of Fixed Asset Funding

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

## Forecast Ratios

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

## Nature or Type

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



# Appendix A1 - Forecast Financial Statements (Continued)

## Service Programs

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

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

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

# Appendix A2 - Forecast Statement of Comprehensive Income by Nature or Type 2023 - 2033

	2019-20	2020-21	2021-22	Base	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>														
Rates	1,503,228	1,559,947	1,634,738	1,712,044	1,797,647	1,887,529	1,981,906	2,081,001	2,185,052	2,294,305	2,409,020	2,529,471	2,655,945	2,788,743
Operating grants, subsidies and contributions	3,164,492	3,090,631	3,977,691	1,313,529	3,420,485	3,540,199	3,664,104	3,792,349	3,925,080	4,062,460	4,204,648	4,351,807	4,504,119	4,661,765
Fees and charges	1,010,847	1,937,575	2,155,306	2,208,985	857,561	887,572	918,634	950,789	984,063	1,018,501	1,054,155	1,091,043	1,129,228	1,168,752
Interest earnings	49,720	20,200	23,131	40,701	42,466	44,153	45,797	51,464	49,622	51,551	59,277	83,424	43,590	79,229
Other revenue	57,426	241,070	40,884	63,000	65,205	67,487	69,849	72,294	74,825	77,444	80,155	82,961	85,865	88,871
	5,785,713	6,849,423	7,831,750	5,338,259	6,183,364	6,426,940	6,680,290	6,947,897	7,218,642	7,504,261	7,807,255	8,138,706	8,418,747	8,787,360
<b>Expenses</b>														
Employee costs	(2,529,998)	(2,608,303)	(2,625,349)	(2,812,257)	(2,711,393)	(2,806,292)	(2,904,504)	(3,006,157)	(3,111,360)	(3,220,260)	(3,332,968)	(3,449,621)	(3,570,360)	(3,695,326)
Materials and contracts	(1,642,809)	(2,481,247)	(2,985,301)	(3,207,053)	(1,551,355)	(1,605,633)	(1,661,796)	(1,719,965)	(1,780,132)	(1,842,436)	(1,906,924)	(1,973,666)	(2,042,746)	(2,114,257)
Utility charges	(229,310)	(269,192)	(283,660)	(271,215)	(280,718)	(290,542)	(300,710)	(311,235)	(322,121)	(333,395)	(345,067)	(357,140)	(369,641)	(382,575)
Depreciation on non-current assets	(4,841,355)	(4,298,757)	(3,433,872)	(3,425,700)	(3,565,237)	(3,880,279)	(4,039,631)	(4,189,690)	(4,343,651)	(4,495,677)	(4,653,026)	(4,865,224)	(5,035,507)	(5,211,751)
Interest expenses	(3,103)	(5,993)	(5,840)	(47,882)	(89,464)	(85,974)	(82,348)	(78,584)	(74,750)	(70,804)	(66,699)	(62,541)	(58,546)	(54,379)
Insurance expenses	(232,936)	(261,498)	(209,671)	(226,665)	(234,605)	(242,815)	(251,313)	(260,109)	(269,209)	(278,634)	(288,385)	(298,477)	(308,923)	(319,734)
Other expenditure	(160,294)	(147,256)	(149,195)	(148,124)	(137,016)	(141,822)	(146,792)	(151,933)	(157,245)	(162,740)	(168,424)	(174,300)	(180,416)	(186,735)
	(9,639,805)	(10,072,246)	(9,692,888)	(10,138,896)	(8,569,788)	(9,053,357)	(9,387,094)	(9,717,673)	(10,058,468)	(10,403,946)	(10,761,493)	(11,180,969)	(11,566,139)	(11,964,757)
	(3,854,092)	(3,222,823)	(1,861,138)	(4,800,637)	(2,386,424)	(2,626,417)	(2,706,804)	(2,769,776)	(2,839,826)	(2,899,685)	(2,954,238)	(3,042,263)	(3,147,392)	(3,177,397)
Non-operating grants, subsidies and contributions	1,143,697	1,149,645	2,660,294	4,301,297	1,008,581	2,708,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581
Loss on revaluation	(127,206)	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit on asset disposals	9,887	1,731	38,105	8,500	0	0	0	0	0	0	0	0	0	0
Loss on asset disposal	(128,835)	(137,064)	(165,190)	(100,500)	0	0	0	0	0	0	0	0	0	0
<b>NET RESULT</b>	(2,956,549)	(2,208,511)	672,071	(591,340)	(1,377,843)	82,164	(1,698,223)	(1,761,195)	(1,831,245)	(1,891,104)	(1,945,657)	(2,033,682)	(2,138,811)	(2,168,816)
<b>Other comprehensive income</b>	(18,747,660)	780,306	0	0	3,300,101	3,360,689	3,467,133	3,536,180	3,594,727	3,648,335	3,675,462	3,792,834	3,803,366	3,860,568
<b>TOTAL COMPREHENSIVE INCOME</b>	(21,704,209)	(1,428,205)	672,071	(591,340)	1,922,258	3,442,853	1,768,910	1,774,985	1,763,482	1,757,231	1,729,805	1,759,152	1,664,555	1,691,752

Refer to Appendix B11 – Forecast Significant Accounting Policies

# Appendix A3 - Forecast Statement of Financial Position 2023 - 2033

	2020	2021	2022	Base	30 June 24	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>														
Unrestricted cash and cash equivalents	2,069,240	2,994,992	686,488	94,415	94,415	94,415	94,415	94,415	94,415	94,415	94,415	94,415	94,415	94,415
Restricted cash and cash equivalent	0	0	1,663,785	804,340	871,659	937,532	1,164,160	1,090,452	1,167,588	1,476,661	2,442,549	849,166	2,274,719	2,349,099
Financial assets	1,331,661	1,608,322	3,663,783	0	0	0	0	0	0	0	0	0	0	0
Trade and other receivables	238,338	290,735	496,940	309,539	309,539	309,539	309,539	309,539	309,539	309,539	309,539	309,539	309,539	309,539
Inventories	82,106	83,792	110,382	27,189	27,189	27,189	27,189	27,189	27,189	27,189	27,189	27,189	27,189	27,189
Contract assets	74,205	0	0	0	0	0	0	0	0	0	0	0	0	0
Other assets	8,746	4,726	141,783	141,783	141,783	141,783	141,783	141,783	141,783	141,783	141,783	141,783	141,783	141,783
<b>TOTAL CURRENT ASSETS</b>	<b>3,804,296</b>	<b>4,982,567</b>	<b>6,763,161</b>	<b>1,377,266</b>	<b>1,444,585</b>	<b>1,510,458</b>	<b>1,737,086</b>	<b>1,663,378</b>	<b>1,740,514</b>	<b>2,049,587</b>	<b>3,015,475</b>	<b>1,422,092</b>	<b>2,847,645</b>	<b>2,922,025</b>
<b>NON-CURRENT ASSETS</b>														
Financial assets	71,221	73,807	77,804	77,804	77,804	77,804	77,804	77,804	77,804	77,804	77,804	77,804	77,804	77,804
Other receivables	12,753	13,877	13,974	13,974	13,974	13,974	13,974	13,974	13,974	13,974	13,974	13,974	13,974	13,974
Property plant and equipment	33,462,106	32,780,574	33,014,119	38,367,433	39,583,865	40,765,988	41,404,819	42,691,795	44,129,468	45,538,281	46,383,622	49,976,325	50,594,124	52,117,331
Infrastructure	56,983,813	55,620,586	55,498,859	55,367,507	55,906,415	57,998,186	58,794,923	59,246,977	59,384,616	59,308,979	59,108,467	58,774,433	58,297,774	58,289,912
<b>TOTAL NON-CURRENT ASSETS</b>	<b>90,529,893</b>	<b>88,488,844</b>	<b>88,604,756</b>	<b>93,826,718</b>	<b>95,582,058</b>	<b>98,855,952</b>	<b>100,291,520</b>	<b>102,030,550</b>	<b>103,605,862</b>	<b>104,939,038</b>	<b>105,583,867</b>	<b>108,842,536</b>	<b>108,983,676</b>	<b>110,499,021</b>
<b>TOTAL ASSETS</b>	<b>94,334,189</b>	<b>93,471,411</b>	<b>95,367,917</b>	<b>95,203,984</b>	<b>97,026,643</b>	<b>100,366,410</b>	<b>102,028,606</b>	<b>103,693,928</b>	<b>105,346,376</b>	<b>106,988,625</b>	<b>108,599,342</b>	<b>110,264,628</b>	<b>111,831,321</b>	<b>113,421,046</b>
<b>CURRENT LIABILITIES</b>														
Trade and other payables	444,584	395,333	930,750	572,926	572,926	572,926	572,926	572,926	572,926	572,926	572,926	572,926	572,926	572,926
Contract liabilities	0	559,967	1,251,597	0	0	0	0	0	0	0	0	0	0	0
Lease liabilities	3,763	3,892	3,014	2,912	3,018	3,130	2,426	0	0	0	0	0	0	0
Current portion of long-term liabilities	25,419	29,378	26,185	96,687	100,068	103,584	107,237	111,034	114,982	119,088	93,866	97,862	102,027	106,370
Provisions	333,327	415,204	431,533	431,533	431,533	431,533	431,533	431,533	431,533	431,533	431,533	431,533	431,533	431,533
<b>TOTAL CURRENT LIABILITIES</b>	<b>807,093</b>	<b>1,403,774</b>	<b>2,643,079</b>	<b>1,104,058</b>	<b>1,107,545</b>	<b>1,111,173</b>	<b>1,114,122</b>	<b>1,115,493</b>	<b>1,119,441</b>	<b>1,123,547</b>	<b>1,098,325</b>	<b>1,102,321</b>	<b>1,106,486</b>	<b>1,110,829</b>
<b>NON-CURRENT LIABILITIES</b>														
Lease liabilities	18,392	14,500	11,486	8,574	5,556	2,426	0	0	0	0	0	0	0	0
Long-term borrowings	246,581	217,203	194,596	2,163,936	2,063,868	1,960,284	1,853,047	1,742,013	1,627,031	1,507,943	1,414,077	1,316,215	1,214,188	1,107,818
Provisions	44,539	46,552	57,303	57,303	57,303	57,303	57,303	57,303	57,303	57,303	57,303	57,303	57,303	57,303
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>309,512</b>	<b>278,255</b>	<b>263,385</b>	<b>2,229,813</b>	<b>2,126,727</b>	<b>2,020,013</b>	<b>1,910,350</b>	<b>1,799,316</b>	<b>1,684,334</b>	<b>1,565,246</b>	<b>1,471,380</b>	<b>1,373,518</b>	<b>1,271,491</b>	<b>1,165,121</b>
<b>TOTAL LIABILITIES</b>	<b>1,116,605</b>	<b>1,682,029</b>	<b>2,906,464</b>	<b>3,333,871</b>	<b>3,234,272</b>	<b>3,131,186</b>	<b>3,024,472</b>	<b>2,914,809</b>	<b>2,803,775</b>	<b>2,688,793</b>	<b>2,569,705</b>	<b>2,475,839</b>	<b>2,377,977</b>	<b>2,275,950</b>
<b>NET ASSETS</b>	<b>93,217,584</b>	<b>91,789,382</b>	<b>92,461,453</b>	<b>91,870,113</b>	<b>93,792,371</b>	<b>97,235,224</b>	<b>99,004,134</b>	<b>100,779,119</b>	<b>102,542,601</b>	<b>104,299,832</b>	<b>106,029,637</b>	<b>107,788,789</b>	<b>109,453,344</b>	<b>111,145,096</b>
<b>EQUITY</b>														
Retained surplus	28,921,149	26,435,977	27,052,587	27,320,692	25,875,530	25,891,821	23,966,970	22,279,483	20,371,102	18,170,925	15,259,380	14,819,081	11,254,717	9,011,521
Reserves accounts	1,331,661	1,608,324	1,663,785	804,340	871,659	937,532	1,164,160	1,090,452	1,167,588	1,476,661	2,442,549	849,166	2,274,719	2,349,099
Asset revaluation surplus	62,964,774	63,745,081	63,745,081	63,745,081	67,045,182	70,405,871	73,873,004	77,409,184	81,003,911	84,652,246	88,327,708	92,120,542	95,923,908	99,784,476
<b>TOTAL EQUITY</b>	<b>93,217,584</b>	<b>91,789,382</b>	<b>92,461,453</b>	<b>91,870,113</b>	<b>93,792,371</b>	<b>97,235,224</b>	<b>99,004,134</b>	<b>100,779,119</b>	<b>102,542,601</b>	<b>104,299,832</b>	<b>106,029,637</b>	<b>107,788,789</b>	<b>109,453,344</b>	<b>111,145,096</b>

Refer to Appendix B11 – Forecast Significant Accounting Policies

# Appendix A4 - Forecast Statement of Changes in Equity 2023 - 2033

	2020	2021	2022	Base	30 June 24	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>RETAINED SURPLUS</b>														
Opening balance	31,877,698	28,921,151	26,435,977	27,052,587	27,320,692	25,875,530	25,891,821	23,966,970	22,279,483	20,371,102	18,170,925	15,259,380	14,819,081	11,254,717
Net result	(2,956,549)	(2,208,511)	672,071	(591,340)	(1,377,843)	82,164	(1,698,223)	(1,761,195)	(1,831,245)	(1,891,104)	(1,945,657)	(2,033,682)	(2,138,811)	(2,168,816)
Amount transferred (to)/from reserve accounts	(71,533)	(276,663)	(55,461)	859,445	(67,319)	(65,873)	(226,628)	73,708	(77,136)	(309,073)	(965,888)	1,593,383	(1,425,553)	(74,380)
Closing balance	28,921,149	26,435,977	27,052,587	27,320,692	25,875,530	25,891,821	23,966,970	22,279,483	20,371,102	18,170,925	15,259,380	14,819,081	11,254,717	9,011,521
<b>RESERVES ACCOUNTS</b>														
Opening balance	1,260,128	1,331,661	1,608,324	1,663,785	804,340	871,659	937,532	1,164,160	1,090,452	1,167,588	1,476,661	2,442,549	849,166	2,274,719
Amount transferred to/(from) retained surplus	71,533	276,663	55,461	(859,445)	67,319	65,873	226,628	(73,708)	77,136	309,073	965,888	(1,593,383)	1,425,553	74,380
Closing balance	1,331,661	1,608,324	1,663,785	804,340	871,659	937,532	1,164,160	1,090,452	1,167,588	1,476,661	2,442,549	849,166	2,274,719	2,349,099
<b>REVALUATION SURPLUS</b>														
Opening balance	62,964,774	63,745,081	63,745,081	63,745,081	63,745,081	67,045,182	70,405,871	73,873,004	77,409,184	81,003,911	84,652,246	88,327,708	92,120,542	95,923,908
Total other comprehensive income	0	0	0	0	3,300,101	3,360,689	3,467,133	3,536,180	3,594,727	3,648,335	3,675,462	3,792,834	3,803,366	3,860,568
Closing balance	62,964,774	63,745,081	63,745,081	63,745,081	67,045,182	70,405,871	73,873,004	77,409,184	81,003,911	84,652,246	88,327,708	92,120,542	95,923,908	99,784,476
<b>TOTAL EQUITY</b>	93,217,584	91,789,382	92,461,453	91,870,113	93,792,371	97,235,224	99,004,134	100,779,119	102,542,601	104,299,832	106,029,637	107,788,789	109,453,344	111,145,096

## Appendix A5 - Forecast Statement of Cashflows 2023 - 2033

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
<b>Receipts</b>										
Rates	1,797,647	1,887,529	1,981,906	2,081,001	2,185,052	2,294,305	2,409,020	2,529,471	2,655,945	2,788,743
Operating grants, subsidies and contributions	3,420,485	3,540,199	3,664,104	3,792,349	3,925,080	4,062,460	4,204,648	4,351,807	4,504,119	4,661,765
Fees and charges	857,561	887,572	918,634	950,789	984,063	1,018,501	1,054,155	1,091,043	1,129,228	1,168,752
Interest earnings	42,466	44,153	45,797	51,464	49,622	51,551	59,277	83,424	43,590	79,229
Other revenue	65,205	67,487	69,849	72,294	74,825	77,444	80,155	82,961	85,865	88,871
	6,183,364	6,426,940	6,680,290	6,947,897	7,218,642	7,504,261	7,807,255	8,138,706	8,418,747	8,787,360
<b>Payments</b>										
Employee costs	(2,711,393)	(2,806,292)	(2,904,504)	(3,006,157)	(3,111,360)	(3,220,260)	(3,332,968)	(3,449,621)	(3,570,360)	(3,695,326)
Materials and contracts	(1,551,355)	(1,605,633)	(1,661,796)	(1,719,965)	(1,780,132)	(1,842,436)	(1,906,924)	(1,973,666)	(2,042,746)	(2,114,257)
Utility charges	(280,718)	(290,542)	(300,710)	(311,235)	(322,121)	(333,395)	(345,067)	(357,140)	(369,641)	(382,575)
Interest expenses	(89,464)	(85,974)	(82,348)	(78,584)	(74,750)	(70,804)	(66,699)	(62,541)	(58,546)	(54,379)
Insurance expenses	(234,605)	(242,815)	(251,313)	(260,109)	(269,209)	(278,634)	(288,385)	(298,477)	(308,923)	(319,734)
Other expenditure	(137,016)	(141,822)	(146,792)	(151,933)	(157,245)	(162,740)	(168,424)	(174,300)	(180,416)	(186,735)
	(5,004,551)	(5,173,078)	(5,347,463)	(5,527,983)	(5,714,817)	(5,908,269)	(6,108,467)	(6,315,745)	(6,530,632)	(6,753,006)
<b>Net cash provided by (used in) operating activities</b>	1,178,813	1,253,862	1,332,827	1,419,914	1,503,825	1,595,992	1,698,788	1,822,961	1,888,115	2,034,354
<b>Cash flows from investing activities</b>										
Payments for purchase of property, plant & equipment	(1,084,680)	(1,197,660)	(491,160)	(982,125)	(1,280,545)	(1,150,708)	(856,244)	(3,201,472)	(440,215)	(1,233,207)
Payments for construction of infrastructure	(1,292,871)	(3,092,871)	(1,842,871)	(1,592,871)	(1,392,871)	(1,292,871)	(1,292,871)	(1,292,871)	(1,292,871)	(1,892,871)
Proceeds from non-operating grants, subsidies and contributions	1,008,581	2,708,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581
Proceeds from sale of plant & equipment	357,075	497,047	325,965	182,456	349,180	263,061	526,722	163,284	359,805	259,550
<b>Net cash provided by (used in) investing activities</b>	(1,011,895)	(1,084,903)	(999,485)	(1,383,959)	(1,315,655)	(1,171,937)	(613,812)	(3,322,478)	(364,700)	(1,857,947)
<b>Cash flows from financing activities</b>										
Repayment of debentures	(96,687)	(100,068)	(103,584)	(107,237)	(111,034)	(114,982)	(119,088)	(93,866)	(97,862)	(102,027)
Repayment of leases	(2,912)	(3,018)	(3,130)	(2,426)	0	0	0	0	0	0
<b>Net cash provided by (used in) financing activities</b>	(99,600)	(103,086)	(106,714)	(109,663)	(111,034)	(114,982)	(119,088)	(93,866)	(97,862)	(102,027)
<b>Net increase (decrease) in cash held</b>	67,319	65,873	226,628	(73,708)	77,136	309,073	965,888	(1,593,383)	1,425,553	74,380
Cash at beginning of year	898,755	966,074	1,031,947	1,258,575	1,184,867	1,262,003	1,571,076	2,536,964	943,581	2,369,134
<b>Cash and cash equivalents at the end of year</b>	966,074	1,031,947	1,258,575	1,184,867	1,262,003	1,571,076	2,536,964	943,581	2,369,134	2,443,514
<b>Reconciliation of net cash provided by operating activities to net result</b>										
Net result	(1,378,031)	252,169	(1,498,628)	(1,545,160)	(1,598,193)	(1,649,896)	(1,696,007)	(1,725,953)	(1,820,311)	(1,839,167)
Depreciation	3,565,425	3,710,274	3,840,036	3,973,655	4,110,599	4,254,469	4,403,376	4,557,495	4,717,007	4,882,102
Grants/contributions for the development of assets	(1,008,581)	(2,708,581)	(1,008,581)	(1,008,581)	(1,008,581)	(1,008,581)	(1,008,581)	(1,008,581)	(1,008,581)	(1,008,581)
<b>Net cash from operating activities</b>	1,178,813	1,253,862	1,332,827	1,419,914	1,503,825	1,595,992	1,698,788	1,822,961	1,888,115	2,034,354

# Appendix A6 - Forecast Statement of Funding 2023 - 2033

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>										
<b>Revenues</b>										
Rates	1,797,647	1,887,529	1,981,906	2,081,001	2,185,052	2,294,305	2,409,020	2,529,471	2,655,945	2,788,743
Operating grants, subsidies and contributions	3,420,485	3,540,199	3,664,104	3,792,349	3,925,080	4,062,460	4,204,648	4,351,807	4,504,119	4,661,765
Fees and charges	857,561	887,572	918,634	950,789	984,063	1,018,501	1,054,155	1,091,043	1,129,228	1,168,752
Interest earnings	42,466	44,153	45,797	51,464	49,622	51,551	59,277	83,424	43,590	79,229
Other revenue	65,205	67,487	69,849	72,294	74,825	77,444	80,155	82,961	85,865	88,871
	6,183,364	6,426,940	6,680,290	6,947,897	7,218,642	7,504,261	7,807,255	8,138,706	8,418,747	8,787,360
<b>Expenses</b>										
Employee costs	(2,711,393)	(2,806,292)	(2,904,504)	(3,006,157)	(3,111,360)	(3,220,260)	(3,332,968)	(3,449,621)	(3,570,360)	(3,695,326)
Materials and contracts	(1,551,355)	(1,605,633)	(1,661,796)	(1,719,965)	(1,780,132)	(1,842,436)	(1,906,924)	(1,973,666)	(2,042,746)	(2,114,257)
Utility charges (electricity, gas, water etc.)	(280,718)	(290,542)	(300,710)	(311,235)	(322,121)	(333,395)	(345,067)	(357,140)	(369,641)	(382,575)
Depreciation on non-current assets	(3,565,237)	(3,880,279)	(4,039,631)	(4,189,690)	(4,343,651)	(4,495,677)	(4,653,026)	(4,865,224)	(5,035,507)	(5,211,751)
Interest expense	(89,464)	(85,974)	(82,348)	(78,584)	(74,750)	(70,804)	(66,699)	(62,541)	(58,546)	(54,379)
Insurance expense	(234,605)	(242,815)	(251,313)	(260,109)	(269,209)	(278,634)	(288,385)	(298,477)	(308,923)	(319,734)
Other expenditure	(137,016)	(141,822)	(146,792)	(151,933)	(157,245)	(162,740)	(168,424)	(174,300)	(180,416)	(186,735)
	(8,569,788)	(9,053,357)	(9,387,094)	(9,717,673)	(10,058,468)	(10,403,946)	(10,761,493)	(11,180,969)	(11,566,139)	(11,964,757)
	(2,386,424)	(2,626,417)	(2,706,804)	(2,769,776)	(2,839,826)	(2,899,685)	(2,954,238)	(3,042,263)	(3,147,392)	(3,177,397)
<b>Funding position adjustments</b>										
Depreciation on non-current assets	3,565,237	3,880,279	4,039,631	4,189,690	4,343,651	4,495,677	4,653,026	4,865,224	5,035,507	5,211,751
<b>Net funding from operational activities</b>	1,178,813	1,253,862	1,332,827	1,419,914	1,503,825	1,595,992	1,698,788	1,822,961	1,888,115	2,034,354
<b>FUNDING FROM CAPITAL ACTIVITIES</b>										
<b>Inflows</b>										
Proceeds on disposal	357,075	497,047	325,965	182,456	349,180	263,061	526,722	163,284	359,805	259,550
Non-operating grants, subsidies and contributions	1,008,581	2,708,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581
<b>Outflows</b>										
Purchase of property plant and equipment	(1,084,680)	(1,197,660)	(491,160)	(982,125)	(1,280,545)	(1,150,708)	(856,244)	(3,201,472)	(440,215)	(1,233,207)
Purchase of infrastructure	(1,292,871)	(3,092,871)	(1,842,871)	(1,592,871)	(1,392,871)	(1,292,871)	(1,292,871)	(1,292,871)	(1,292,871)	(1,892,871)
<b>Net funding from capital activities</b>	(1,011,895)	(1,084,903)	(999,485)	(1,383,959)	(1,315,655)	(1,171,937)	(613,812)	(3,322,478)	(364,700)	(1,857,947)
<b>FUNDING FROM FINANCING ACTIVITIES</b>										
<b>Inflows</b>										
Transfer from reserve accounts	0	0	0	200,000	0	0	0	1,700,000	0	0
<b>Outflows</b>										
Transfer to reserve accounts	(67,319)	(65,873)	(226,628)	(126,292)	(77,136)	(309,073)	(965,888)	(106,617)	(1,425,553)	(74,380)
Repayment of past borrowings	(96,687)	(100,068)	(103,584)	(107,237)	(111,034)	(114,982)	(119,088)	(93,866)	(97,862)	(102,027)
Principal elements of finance lease payments	(2,912)	(3,018)	(3,130)	(2,426)	0	0	0	0	0	0
<b>Net funding from financing activities</b>	(166,918)	(168,959)	(333,342)	(35,955)	(188,170)	(424,055)	(1,084,976)	1,499,517	(1,523,415)	(176,407)
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendix A7 - Forecast Statement of Net Current Asset Composition 2023 - 2033

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Estimated surplus/deficit July 1 B/Fwd</b>	0	0	0	0	0	0	0	0	0	0
<b>CURRENT ASSETS</b>										
Unrestricted cash and equivalents	94,415	94,415	94,415	94,415	94,415	94,415	94,415	94,415	94,415	94,415
Restricted cash and cash equivalent	871,659	937,532	1,164,160	1,090,452	1,167,588	1,476,661	2,442,549	849,166	2,274,719	2,349,099
Trade and other receivables	309,539	309,539	309,539	309,539	309,539	309,539	309,539	309,539	309,539	309,539
Inventories	27,189	27,189	27,189	27,189	27,189	27,189	27,189	27,189	27,189	27,189
Other assets	141,783	141,783	141,783	141,783	141,783	141,783	141,783	141,783	141,783	141,783
<b>CURRENT LIABILITIES</b>										
Trade and other payables	(572,926)	(572,926)	(572,926)	(572,926)	(572,926)	(572,926)	(572,926)	(572,926)	(572,926)	(572,926)
Reserve accounts	(871,659)	(937,532)	(1,164,160)	(1,090,452)	(1,167,588)	(1,476,661)	(2,442,549)	(849,166)	(2,274,719)	(2,349,099)
<b>Estimated surplus/deficit June 30 C/Fwd</b>	0	0	0	0	0	0	0	0	0	0

# Appendix A8 - Forecast Statement of Fixed Asset Movements 2023 - 2033

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CAPITAL WORKS - INFRASTRUCTURE</b>										
Infrastructure - roads	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871
Other infrastructure - bridges	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Other infrastructure - other	0	1,800,000	550,000	300,000	100,000	0	0	0	0	600,000
<b>Total capital works - infrastructure</b>	<b>1,292,871</b>	<b>3,092,871</b>	<b>1,842,871</b>	<b>1,592,871</b>	<b>1,392,871</b>	<b>1,292,871</b>	<b>1,292,871</b>	<b>1,292,871</b>	<b>1,292,871</b>	<b>1,892,871</b>
<b>Represented by:</b>										
Additions - assets at no cost	0	0	0	0	0	0	0	0	0	0
Additions - expansion, upgrades and new	0	1,800,000	250,000	100,000	100,000	0	0	0	0	0
Additions - renewal	1,292,871	1,292,871	1,592,871	1,492,871	1,292,871	1,292,871	1,292,871	1,292,871	1,292,871	1,892,871
<b>Total Capital Works - Infrastructure</b>	<b>1,292,871</b>	<b>3,092,871</b>	<b>1,842,871</b>	<b>1,592,871</b>	<b>1,392,871</b>	<b>1,292,871</b>	<b>1,292,871</b>	<b>1,292,871</b>	<b>1,292,871</b>	<b>1,892,871</b>
<b>Asset movement reconciliation</b>										
Total capital works infrastructure	1,292,871	3,092,871	1,842,871	1,592,871	1,392,871	1,292,871	1,292,871	1,292,871	1,292,871	1,892,871
Depreciation infrastructure	(2,737,076)	(3,003,074)	(3,131,821)	(3,250,889)	(3,374,126)	(3,492,220)	(3,614,447)	(3,740,953)	(3,871,887)	(4,007,404)
Net book value of disposed/written off assets	0	0	0	0	0	0	0	0	0	0
Revaluation of infrastructure assets (inflation)	1,983,113	2,001,974	2,085,687	2,110,072	2,118,894	2,123,712	2,121,064	2,114,048	2,102,357	2,106,671
<b>Net movement in infrastructure assets</b>	<b>538,908</b>	<b>2,091,771</b>	<b>796,737</b>	<b>452,054</b>	<b>137,639</b>	<b>(75,637)</b>	<b>(200,512)</b>	<b>(334,034)</b>	<b>(476,659)</b>	<b>(7,862)</b>
<b>CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT</b>										
Buildings - non-specialised	0	150,000	0	600,000	600,000	600,000	0	0	0	700,000
Buildings - specialised	0	0	0	0	0	0	0	3,000,000	0	0
Plant and equipment	1,084,680	1,047,660	491,160	382,125	680,545	550,708	856,244	201,472	440,215	533,207
<b>Total capital works property, plant and equipment</b>	<b>1,084,680</b>	<b>1,197,660</b>	<b>491,160</b>	<b>982,125</b>	<b>1,280,545</b>	<b>1,150,708</b>	<b>856,244</b>	<b>3,201,472</b>	<b>440,215</b>	<b>1,233,207</b>
<b>Represented by:</b>										
Additions - assets at no cost	0	0	0	0	0	0	0	0	0	0
Additions - expansion, upgrades and new	0	0	0	0	0	0	0	0	0	0
Additions - renewal	1,084,680	1,197,660	491,160	982,125	1,280,545	1,150,708	856,244	3,201,472	440,215	1,233,207
<b>Total capital works property, plant and equipment</b>	<b>1,084,680</b>	<b>1,197,660</b>	<b>491,160</b>	<b>982,125</b>	<b>1,280,545</b>	<b>1,150,708</b>	<b>856,244</b>	<b>3,201,472</b>	<b>440,215</b>	<b>1,233,207</b>
<b>Asset movement reconciliation</b>										
Total capital works property, plant and equipment	1,084,680	1,197,660	491,160	982,125	1,280,545	1,150,708	856,244	3,201,472	440,215	1,233,207
Depreciation property, plant and equipment	(825,412)	(874,456)	(905,061)	(936,739)	(969,525)	(1,003,457)	(1,038,579)	(1,124,271)	(1,163,620)	(1,204,347)
Net book value of disposed/written off assets	(357,075)	(497,047)	(325,965)	(182,456)	(349,180)	(263,061)	(526,722)	(163,284)	(359,805)	(259,550)
Revaluation of property, plant and equipment (inflation)	1,316,988	1,358,715	1,381,446	1,426,108	1,475,833	1,524,623	1,554,398	1,678,786	1,701,009	1,753,897
<b>Net movement in property, plant and equipment</b>	<b>1,219,181</b>	<b>1,184,872</b>	<b>641,580</b>	<b>1,289,038</b>	<b>1,437,673</b>	<b>1,408,813</b>	<b>845,341</b>	<b>3,592,703</b>	<b>617,799</b>	<b>1,523,207</b>
<b>CAPITAL WORKS - RIGHT OF USE ASSETS</b>										
Right of use - land	0	0	0	0	0	0	0	0	0	0
<b>Total capital works right of use assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Asset movement reconciliation</b>										
Depreciation right of use assets	(2,749)	(2,749)	(2,749)	(2,062)	0	0	0	0	0	0
<b>Net movement in right of use assets</b>	<b>(2,749)</b>	<b>(2,749)</b>	<b>(2,749)</b>	<b>(2,062)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL WORKS - TOTALS</b>										
<b>Capital works</b>										
Total capital works infrastructure	1,292,871	3,092,871	1,842,871	1,592,871	1,392,871	1,292,871	1,292,871	1,292,871	1,292,871	1,892,871
Total capital works property, plant and equipment	1,084,680	1,197,660	491,160	982,125	1,280,545	1,150,708	856,244	3,201,472	440,215	1,233,207
Total capital works right of use assets	0	0	0	0	0	0	0	0	0	0
<b>Total capital works</b>	<b>2,377,551</b>	<b>4,290,531</b>	<b>2,334,031</b>	<b>2,574,996</b>	<b>2,673,416</b>	<b>2,443,579</b>	<b>2,149,115</b>	<b>4,494,343</b>	<b>1,733,086</b>	<b>3,126,078</b>
<b>Fixed asset movement</b>										
Net movement in infrastructure assets	538,908	2,091,771	796,737	452,054	137,639	(75,637)	(200,512)	(334,034)	(476,659)	(7,862)
Net movement in property, plant and equipment	1,219,181	1,184,872	641,580	1,289,038	1,437,673	1,408,813	845,341	3,592,703	617,799	1,523,207
Net movement in right of use assets	(2,749)	(2,749)	(2,749)	(2,062)	0	0	0	0	0	0
<b>Net movement in fixed assets</b>	<b>1,755,340</b>	<b>3,273,894</b>	<b>1,435,568</b>	<b>1,739,030</b>	<b>1,575,312</b>	<b>1,333,176</b>	<b>644,829</b>	<b>3,258,669</b>	<b>141,140</b>	<b>1,515,345</b>

Refer to Appendix B11 – Forecast Significant Accounting Policies



## Appendix A9 – Forecast Statement of Capital Funding 2023 - 2033

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Capital expenditure</b>										
Infrastructure - roads	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871	1,212,871
Other infrastructure - bridges	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Other infrastructure - other	0	1,800,000	550,000	300,000	100,000	0	0	0	0	600,000
Buildings - non-specialised	0	150,000	0	600,000	600,000	600,000	0	0	0	700,000
Buildings - specialised	0	0	0	0	0	0	0	3,000,000	0	0
Plant and equipment	1,084,680	1,047,660	491,160	382,125	680,545	550,708	856,244	201,472	440,215	533,207
<b>Total - Capital expenditure</b>	<b>2,377,551</b>	<b>4,290,531</b>	<b>2,334,031</b>	<b>2,574,996</b>	<b>2,673,416</b>	<b>2,443,579</b>	<b>2,149,115</b>	<b>4,494,343</b>	<b>1,733,086</b>	<b>3,126,078</b>
<b>Funded by:</b>										
<b>Capital grants &amp; contributions</b>										
Infrastructure - roads	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581	1,008,581
Other infrastructure - other	0	1,600,000	0	0	0	0	0	0	0	0
Buildings - non-specialised	0	100,000	0	0	0	0	0	0	0	0
<b>Total - Capital grants &amp; contributions</b>	<b>1,008,581</b>	<b>2,708,581</b>	<b>1,008,581</b>	<b>1,008,581</b>	<b>1,008,581</b>	<b>1,008,581</b>	<b>1,008,581</b>	<b>1,008,581</b>	<b>1,008,581</b>	<b>1,008,581</b>
<b>Own source funding</b>										
Infrastructure - roads	204,290	204,290	204,290	204,290	204,290	204,290	204,290	204,290	204,290	204,290
Other infrastructure - bridges	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Other infrastructure - other	0	200,000	550,000	300,000	100,000	0	0	0	0	600,000
Buildings - non-specialised	0	50,000	0	600,000	600,000	600,000	0	0	0	700,000
Buildings - specialised	0	0	0	0	0	0	0	3,000,000	0	0
Plant and equipment	727,605	550,613	165,195	199,669	331,365	287,647	329,522	38,188	80,410	273,657
<b>Total - Own source funding</b>	<b>1,011,895</b>	<b>1,084,903</b>	<b>999,485</b>	<b>1,383,959</b>	<b>1,315,655</b>	<b>1,171,937</b>	<b>613,812</b>	<b>3,322,478</b>	<b>364,700</b>	<b>1,857,947</b>
<b>Borrowings</b>										
<b>Total - Borrowings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other (disposals &amp; C/Fwd)</b>										
Plant and equipment	357,075	497,047	325,965	182,456	349,180	263,061	526,722	163,284	359,805	259,550
<b>Total - Other (disposals &amp; C/Fwd)</b>	<b>357,075</b>	<b>497,047</b>	<b>325,965</b>	<b>182,456</b>	<b>349,180</b>	<b>263,061</b>	<b>526,722</b>	<b>163,284</b>	<b>359,805</b>	<b>259,550</b>
<b>Total Capital Funding</b>	<b>2,377,551</b>	<b>4,290,531</b>	<b>2,334,031</b>	<b>2,574,996</b>	<b>2,673,416</b>	<b>2,443,579</b>	<b>2,149,115</b>	<b>4,494,343</b>	<b>1,733,086</b>	<b>3,126,078</b>
<b>Unfunded - capital works</b>										
<b>Total - Unfunded - capital works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendix A10 - Forecast Ratios 2023 - 2033

	Target Range		Average	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>LIQUIDITY RATIOS</b>													
<b>Current ratio</b>	> 1.00	> 1.20	0.59	0.58	0.58	0.58	0.58	0.58	0.58	0.60	0.60	0.60	0.60
<b>OPERATING RATIOS</b>													
<b>Operating surplus ratio</b>	> 1.00%	> 15.00%	(84.51%)	(86.37%)	(90.98%)	(89.74%)	(87.77%)	(86.22%)	(84.25%)	(82.00%)	(80.34%)	(80.40%)	(77.02%)
<b>Own source revenue coverage ratio</b>	> 40.00%	> 60.00%	33.02%	32.24%	31.89%	32.13%	32.47%	32.74%	33.08%	33.48%	33.87%	33.85%	34.48%
<b>BORROWINGS RATIOS</b>													
<b>Debt service cover ratio</b>	> 3	> 5	9.45	6.83	7.21	7.62	8.07	8.50	8.97	9.50	12.06	12.45	13.35
<b>FIXED ASSET RATIOS</b>													
<b>Asset sustainability ratio</b>	> 90.00%	> 110.00%	58.81%	66.69%	64.18%	51.59%	59.07%	59.25%	54.35%	46.19%	92.38%	34.42%	59.98%
<b>Asset consumption ratio</b>	> 50.00%	> 60.00%	79.16%	87.02%	85.32%	83.50%	82.04%	80.46%	78.78%	76.61%	74.70%	72.30%	70.85%
<b>Asset renewal funding ratio</b>	> 75.00%	> 95.00%	Unknown	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

# Appendix A11 - Forecast Significant Accounting Policies

## Basis of Preparation

The Long Term Financial Plan (the Plan) comprises forward looking financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

## Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

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

## The local government reporting entity

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

All monies held in the Trust Fund are excluded from the financial statements.

## Judgements and estimates

The preparation of a long term financial plan requires management to make judgements, estimates and assumptions that effect the application of policies and forecast amounts of assets and liabilities, income and expenses.

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

The forward looking statements will be, subject to significant uncertainties and contingencies, many, if not all, of which are outside the control of the Shire of Bruce Rock. Actual future events may vary significantly from the Forward Looking Statements.

## Base Year Balances

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

## Rounding Off Figures

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

## Comparative Figures

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

# Appendix A11 - Forecast Significant Accounting Policies (Continued)

## Forecast Fair Value Adjustments

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

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

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

## Rates, Grants, Donations and Other Contributions

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

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

## Goods and Services Tax (GST)

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

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

## Superannuation

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

## Cash and Cash Equivalents

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

## Trade and Other Receivables

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

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

# Appendix A11 - Forecast Significant Accounting Policies (Continued)

## Inventories

### General

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

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

### Land held for resale

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

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

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

## Fixed Assets

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

### Revaluation

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

## Depreciation

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

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

Asset Class	Effective average depreciation rate
Buildings - non-specialised	1.59%
Buildings - specialised	1.59%
Furniture and equipment	4.94%
Plant and equipment	4.65%
Infrastructure - roads	4.49%
Other infrastructure - bridges	2.18%
Other infrastructure - footpaths	3.18%
Other infrastructure - drainage	2.31%
Other infrastructure - other	9.46%
Other infrastructure - airstrip	5.00%
Other infrastructure - carparks	2.95%

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

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

# Appendix A11 - Forecast Significant Accounting Policies (Continued)

## Employee Benefits

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

### **Short-Term Employee Benefits**

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

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

### **Other Long-Term Employee Benefits**

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

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

## Borrowing Costs

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

## Trade and Other Payables

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

## Provisions

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

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

## Current and Non-Current Classification

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

# Appendix B1 - Glossary

## Funding Gap

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

## Infrastructure Assets

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

## Key Performance Indicator

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

## Level of Service

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

## Maintenance

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

### **Planned Maintenance**

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

### **Reactive Maintenance**

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

### **Significant Maintenance**

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

### **Unplanned Maintenance**

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

### **Maintenance Expenditure**

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

# Appendix B1 - Glossary

## (Continued)

### Materiality

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

### Modern Equivalent Asset

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

### Net Present Value (NPV)

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

### Non-Revenue Generating Investments

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

### Operations Expenditure

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

### Pavement Management System

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

### Recoverable Amount

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

### Recurrent Expenditure

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

### Recurrent Funding

Funding to pay for recurrent expenditure.

### Remaining Useful Life

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

### Renewal

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

### Residual Value

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

### Revenue Generating Investments

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



# Appendix B1 - Glossary

## (Continued)

### Risk Management

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

### Section or Segment

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

### Service Potential

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

### Service Potential Remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

### Specific Maintenance

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

### Sub-Component

Smaller individual parts that make up a component part.

### Useful Life

May be expressed as either:

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

# Other Matters

## Preparation

This Plan was prepared for the Shire of Bruce Rock by Moore Australia (WA) Pty Ltd.

## Reliance

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

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

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

## Disclaimer

Liability limited by a scheme approved under Professional Standards Legislation.

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

Moore Australia Western Australia, a Perth based partnership of trusts ("the firm"), carries on business separately and independently from other Moore Australia member firms around Australia and Moore Global firms worldwide.

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## Document Management

Version	2023 - 2033   V1.1
Status	Draft
Date	9 May 2023

# AUSTRALIAN AUDIT



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12 May 2023

Darren Mollenoyux  
Chief Executive Officer  
Shire of Bruce Rock  
PO Box 113  
Bruce Rock WA 6418

Dear Darren,

Please find attached our final Regulation 17 review report for the Shire of Bruce Rock which now incorporates management comments regarding our recommendations.

I would like to thank you and your staff for the positive actions that are proposed to be taken by the Shire to address our 11 recommendations.

This final Review Report can now be provided to your Audit and Risk Committee.

Yours sincerely

Santo Casilli FCPA PFIIA  
Associate Director Internal Audit, Probity  
and Risk

**Australian Audit**

Shire of Bruce Rock

# Regulation 17 Review

12 May 2023

Final Review Report

(Review in Confidence)

**Australian Audit**

[Type here]

# Table of Contents

Regulation 17 Review Summary and Conclusion.....4  
INTRODUCTION .....4  
SCOPE AND METHODOLOGY .....4  
REVIEW CONCLUSION/FINDINGS ..... 6  
RECOMENDATIONS ..... 10

# Regulation 17 Review Summary and Conclusion

## INTRODUCTION

Australian Audit was engaged to undertake a review of the Shire of Bruce Rock's (the Shire) risk management, internal control and legislative compliance as required to be undertaken as per Regulation 17 of the *Local Government (Audit) Regulations 1996*.

As per Regulation 17(1), (2) and (3) of the *Local Government (Audit) Regulations 1996*, the Chief Executive Officer (**CEO**) is required to undertake a review, at least once every 3 financial years, of the following processes:

- Risk Management.
- Internal Control; and
- Legislative Compliance.

The Shire of Bruce Rock (**the Shire**) uses Synergy Soft as its accounting system.

The Shire currently outsources its Information Technology services to Wallis Computer Services WA (WCSWA).

## SCOPE AND METHODOLOGY

Our review was conducted in accordance with ASAE 3500 – Assurance Engagement Other Than Audits or Reviews of Historical Financial Information.

The review undertook the following approach:

- Information relating to risk management, internal controls and legislative compliance was requested from the Manager of Finance prior to commencement of the review to assess adequacy of policies, procedures and overall control processes that are currently in place within the Shire.
- During our site visit, discussions were held with the Manager of Finance and other relevant staff to understand the processes and the management controls currently in place over key financial and administrative functions. Communications were held with the Finance/Administration staff throughout the review process. A formal Governance position had not yet been filled at the date of my site visit. We understand that the Shire has now appointed a Manager of Governance & Community Services to oversee the Shire's governance role.
- Issued an Information Technology General Controls Questionnaire to the Shire's Information Technology service provider (WCSWA) to provide information on the Shire's information technology controls and security over the Shire's data and staff computer access.
- Discussed the process undertaken by the Shire over compliance with legislative requirements.

The matters raised in this report are only those which came to our attention during performing our review and may not necessarily be a comprehensive statement of all the possible process improvement options that may be made in relation to the Risk Management, Internal Control and Legislative Compliance matters.

Our review report is provided to the Shire to enable the Shire to meet their statutory obligations under Regulation 17 and as such we do not encourage this report to be used for any other purpose.

## WORK PROGRAM

Our work incorporated the following areas for review as required under Regulation 17:

### 1. RISK MANAGEMENT

To establish that:

- a. A Governance Framework is in place and endorsed by the Audit and Risk Committee.
- b. A formal governance unit exists or allocation of responsibility for proper governance compliance.
- c. Risk Management and governance policies are in place and have been endorsed by the Audit Committee/Council.
- d. An Operational and Strategic Risk Register is in place and is constantly reviewed and updated.
- e. Regular development of risk reports and actions to address risks are identified and actioned and such actions are regularly communicated to and endorsed by the Audit Committee.
- f. Fraud Risk Identification and Prevention policies are in place including the establishment of a Whistle Blower policy.
- g. An effective Audit Committee exists, and proper Committee processes are followed.

### 2. INTERNAL CONTROL

To establish that:

- a. A Delegation of Authority is in place, up to date and reviewed regularly.
- b. Proper and formal documented polices (guidelines and procedures) are in place and are kept up to date.
- c. Internal assessment of control processes exists e.g., via an internal audit function or by the Shire's Governance area.
- d. Reliance can be placed on the work undertaken by the Shire's external Auditors re the review of the Shire's control environment.
- e. Proper segregation of duties and management controls exist in relation to the following key accounting processes:
  - o Accounts payable.
  - o Cash collection, receipting and reconciliation.
  - o General Ledger reconciliation.
  - o Payroll.
  - o Procurement.

### 3. LEGISLATIVE COMPLIANCE

To establish that:

- a. The Compliance Audit Return (CAR) is properly completed each year and any non-compliance matters are investigated promptly and adequate action is taken to ensure similar non-compliance no longer occur.
- b. Legislative compliance regarding all Local Government Act and Regulation requirements are monitored and regularly reviewed to ensure continual compliance.

## REVIEW CONCLUSION/FINDINGS

Based on our assessment of the management controls and processes that exist at the Shire regarding the above 3 key areas of the Regulation 17 review, we are of the view that the Shire's risk management and governance policies, procedures and practices can be further improved.

Based on our review, we can establish that the following functions and processes need improvement. These improvement matters are deemed to be medium-low level risks to the Shire, and although they do not represent high risk, nevertheless implementation of these improvement matters should be given high priority:

### RISK MANAGEMENT

- A Risk Management Framework is currently in place but was last updated and reviewed in July 2014 and as such is now out of date. The Risk Management Framework is in need of revision as it still refers to the old standard ISO 31000:2009. This standard has been replaced by ISO 31000:2018. Further, although the existing framework includes the need to continually identify risks, it does not clearly include the process of how risks are to be reported, monitored, and actioned and the timeframe for such monitoring in order to mitigate identified risks..
- A formal Risk Management & Governance policy/guideline exists but this is also out of date and was last reviewed in December 2019. This document also refers to the outdated ISO 31000:2009 risk framework standard. Also, I was unable to determine as to whether this document has been endorsed by Council via the Audit Committee.
- There is currently no operational risk register nor a strategic risk register in place to enable the Shire to identify and manage its risks on an ongoing basis. I understand from discussions with the Manager of Finance that the Shire does discuss and does action risks via Senior Management meetings. However, the adoption of formal risk registers where risks and actions can be recorded is an important element of risk management and good governance and the adoption of formal risk registers should be given the highest priority.
- There is currently no Risk Identification and Prevention policy in place to oversee that operational and strategic risks of the Shire can be regularly identified and managed and that appropriate action is being taken to mitigate the identified risks.
- An Audit Committee exists and is operational. However, it appears that as the Shire does not have formal risk registers, risk is not a matter that is regularly discussed or overseen by the Audit Committee and does not appear that risk management is a permanent agenda item on the Audit Committee meetings. Further, there does not appear to be an external member on the Committee who is not a Councillor and who has a background in finance and/or risk management. It is encouraged, as a good governance practice, to have an external member on the Audit Committee.
- The Audit Committee's terms of reference do not clearly and adequately address the Committee's focus on risk and should be updated to also include the regular assessment of the Shire's risk registers and overall governance processes.
- The Shire does not currently have in place a "Fraud Prevention Policy" nor a "Whistle Blower Policy". Such policies outline the importance and responsibility that all staff in the Shire have in ensuring that fraud is identified and prevented through proper adherence and compliance with existing management controls and that where fraud is suspected that it is promptly reported for investigation.



## INTERNAL CONTROL

The Shire's internal controls over the following key accounting functions, especially regarding segregation of duties controls, were reviewed as part of this Regulation 17 review and were found to be satisfactory:

- Accounts payable process.
- Payroll process.

However, we noted that improvements can be made in the Procurement process and Information Technology General Controls Environment.

- **Procurement**

The Shires Procurement policy can be improved. The Shire also does not at present have a Contract Management Policy and guidelines which would govern how the Shire should manage its existing procurement contracts. This is considered essential especially where the procurement is decentralised as is the case at the Shire.

The current procurement policy and guidelines are considered deficient and should also include at least the following contract management processes:

- Processing contract variations for those contracts less than tender threshold and above tender threshold.
- Contract variation, extension and renewal process and approvals.
- Monitoring contract overspends and approval process.
- Supplier post contract performance assessments.

Secondly the Shire's procurement policy does not adequately cater for the process to follow in evaluating RFT's and RFQ submissions. We believe that the Shire's procurement policy should also clearly document the process of establishing an evaluation panel to evaluate tender and formal quotes (greater than \$150,000) submissions. There should be at least 2 panel members (preferably 3) one of which we recommend should be the newly appointed Manager of Governance & Community Services.

The evaluation panel should establish a standard process of measuring value for money (scoring matrix) and assessing suppliers based on qualitative requirements as stated in the RFQ or RFT document.

Further, all evaluation panel members should complete a conflict of interest and confidentiality form to enable them to confirm that no conflict of interest exists regarding the suppliers they are assessing.

- **IT General System Controls**

Based on our discussions with the Shire's IT service provider (WCSWA) we noted the following should be considered by the Shire:

- The Shire has a Business Continuity Plan in place but does not have a Disaster Recovery IT plan. This Disaster Recovery IT plan would work in conjunction with the Business Continuity Plan and would outline how systems could be brought up quickly to reduce operational delays.

- The need to develop a data backup plan policy which would include how data is to be backed up, backed up data retrieval process and also regular testing of backed up data to ensure data can be retrieved at short notice.
- Locking of user sessions. Currently the IT service provider has this set at 60 minutes. We consider this to be too long and should be set at industry standard of no more than 15 minutes. All staff should be encouraged to lock their computers when they are absent from their computer for lengthy periods.
- The need to develop written procedures regarding the process that should be followed for authorising the IT service provider to reset passwords for staff that have forgotten their password. At present we understand that this can be requested by phone or by staff themselves. This is seen as a control risk and all password resets should be made in writing to the service provider and authorised only by a Manager level or above.

- **Internal Control Awareness**

As the Shire does not have a formal Internal Audit function to periodically assess compliance with the Shires management controls, the Shire should consider developing an **Internal Control policy** which outlines the following:

- The promotion of a risk-based approach to the development and maintenance of documented internal controls and procedures. This is to support a continual assessment of appropriate controls throughout the organisation by identifying the need for new controls (based on risk) and ensuring existing outdated and unnecessary controls are discontinued. This can be accomplished via staff awareness on the importance of compliance with key management controls and by incorporating and identifying management controls within written procedures and guidelines. I understand the Manager of Finance is currently in the process of developing formal written procedures for its finance functions.
- Documenting the Shire's key internal controls including making staff aware of the importance of maintaining proper segregation of duties controls especially within the finance and procurement functions.
- Outlining a set of measures that should be implemented such as continual training etc to ensure staff are fully aware of, and understand, the relevant importance of key internal controls within their workplace and the impact this may have on the Shire operations should staff not comply with management controls.

The Shire could also consider including the requirement for all staff to be responsible for control awareness and also to contribute to the identification of control related risk areas within their workplace and their areas of responsibility by adding these responsibilities in their respective **job descriptions** and also incorporated as part of their **staff induction program**.

We understand from discussions with the Manager of Finance that the Shire is in the process of developing clearer finance related procedures and guidelines that staff can follow when undertaking their duties and will enable staff to better comply with existing management controls. This should be given high priority.

## LEGISLATIVE COMPLIANCE

There does not appear to be a Legislative Compliance policy in place to oversee that all required legislative matters are being continually complied with.

The Shire currently relies on the compliance calendar and the annual Compliance Audit Return (**CAR**) to gauge its compliance level against legislative requirements.

We believe the existing compliance calendar is currently ineffective as it currently does not show the relevant actions taken to evidence that all required legislative sections have been complied with. At present the compliance calendar appears to be no more than a reminder or diary of legislative matters to do rather than an effective legislative compliance tool.

Also, the CAR, although is an effective compliance monitor, reflects only a portion of all the legislative requirements that must be complied with and therefore does not provide complete assurance.

As the Shire does not have a formal Internal Audit function or any other similar regular checking function to periodically assess legislative compliance, it is difficult for the Shire to assure itself that **all** legislative compliance matters are being consistently complied with.

## RECOMENDATIONS

In line with the above improvement matters, we have recommended the following actions that should be considered and implemented by the CEO to improve risk management, internal control and legislative compliance within the Shire:

- 1. The Risk Management Framework and the Risk Management & Governance policy/guideline should be updated as soon as possible in line with the new standard ISO 31000:2018 and should clearly outline the process for the development, management and reporting of the operational risk register and the strategic risk register. Both policies should then be endorsed by the Audit Committee.**

### Management Response

The Shire will update its Risk Management Governance Framework (including its risk management policy and procedures) in line with the new standard ISO 31000:2018. The Shire will ensure that the Framework clearly outlines the process for the development, management and reporting of the strategic and operational risk registers. The Shire intends to engage the Local Government Insurance Services (LGIS) to undertake this work.

**Due date: September 2023**

The Shire will seek endorsement of the Risk Management Governance Framework by the Audit Committee.

**Due date: October 2023**

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- 2. Develop an operational risk register and a strategic risk register as a matter of priority. A copy of the risk registers with evidence of ongoing management action should be tabled at each Audit Committee meeting.**

### Management Response

The Shire will develop strategic and operational risk registers.

**Due date: September 2023**

A copy of the risk registers, with evidence of ongoing management action, will be tabled at each Audit Committee meeting.

**Due date: Ongoing, starting in September 2023**

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- 3. Implementation of a Risk Identification and Prevention policy governing how both operational and strategic risks are to be continually identified, categorised as high, medium, or low risk (based on the Shire's Risk Matrix Model) reviewed, monitored and recorded in the risk registers. This risk identification and prevention policy should also be endorsed by the Audit Committee.**

### Management Response

The Shire will develop and implement a Risk Identification and Prevention Policy as part of the development of its Risk Management Governance Framework.

**Due date: September 2023**

The Risk Identification and Prevention Policy will be presented to the Audit Committee for endorsement.

**Due date: September 2023**

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4. **Consideration for the establishment of a Whistle Blower policy. This should be formulated and then endorsed by the Audit Committee should the Shire consider is worthwhile.**

**Management Response**

With the engagement of a new Manager of Governance and Community Services, the Shire is about to commence a comprehensive review of its governance policies. The Shire will take a risk-based approach on the timing for the review or development of each policy. The establishment of a Whistle Blower policy will be considered as part of this process.

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5. **The Shire's Audit Committee should be called the Audit and Risk Committee and its current Terms of Reference amended accordingly to include risk as a strong focus. Further that risk management should be included as a regular agenda item for each Committee meeting. We also propose that the Audit and Risk Committee consider including an external member as part of the Committee who is independent of the Shire operations and not a Councilor, to assist the Committee in finance and risk management related matters. The use of an independent external member is in line with "Audit Committee Good Practice" guidelines. The Committee's Terms of Reference should be amended as such.**

**Management Response**

The Audit Committee will be renamed Audit and Risk Committee.

**Due date: June 2023**

The terms of reference of the Audit Committee will be amended to reflect the Committee's responsibilities in relation to risk management.

**Due date: June 2023**

Risk management will be included as a regular agenda item for the Committee's meetings.

**Due date: Ongoing, starting June 2023**

The composition of the Audit Committee will be reviewed, with the objective of reducing the number of Councillors on the Committee and incorporating an independent, external member. This review will be undertaken following the October 2023 Local Government elections, which will result in the Shire of Bruce Rock's Council being reduced from nine to seven members.

**Due date: November 2023**

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6. The Shire should include as part of its existing procurement policy, the contract management policy/process and the evaluation panel process, including the obtaining of conflict of interest declarations, as soon as possible which should also include all tender compliance requirements relating to Part 4 of the Local Government (Functions and General) Regulations 1996 sections 11A to 24AJ.

#### Management Response

The Council will review its Procurement Policy and incorporate the recommended processes and requirements.

**Due date: November 2023**

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7. The Shire together with their outsourced IT provider develop a Disaster Recovery IT plan, a data back up and retrieval policy, amending the computer lock out time from 60 minutes to no more than 15 minutes and develop written procedures and policy relating to the authorisation process to be followed over staff password resets.

#### Management Response

The Shire will develop an IT Disaster Recovery Plan and a data back up and retrieval policy.

**Due date: August 2023**

The Shire will change the computer lock out time from 60 minutes to 15 minutes.

**Due date: June 2023**

The Shire will develop written procedures and policy relating to the authorisation process to be followed for staff password resets.

**Due date: July 2023**

---

8. Give consideration to developing an Internal Controls policy which outlines staff responsibilities over internal control compliance and incorporating the responsibilities within staff job descriptions and also staff induction programs. This should highlight the importance of proper segregation of duties, system access controls and the approval processes.

#### Management Response

The Shire will develop an Internal Controls Policy, outlining staff responsibilities over internal control compliance. The Shire has already started a monthly staff development session to address internal risk, training, and development.

**Due date: August 2023**

Internal control responsibilities will be incorporated in staff job descriptions and induction programs.

**Due date: September 2023**

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9. A more effective compliance calendar should be designed to track all activities and actions required to ensure compliance with all legislative requirements associated with the *Local Government Act 1995*, the *Local Government (Functions & General) Regulations 1996* and the *Local Government (Audit) Regulations 1996*. The compliance calendar should include information relating to compliance being achieved.

#### Management Response

The Shire will develop a more effective compliance calendar, including information regarding the process to achieve compliance. The Shire is currently exploring the use of the Smartsheet platform or the Attain compliance software to develop its new compliance calendar.

**Due date: September 2023**

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10. Consideration should also be given to include within each updated policies and procedures reference to the applicable legislative requirement. This then provides information to staff that by following the policy or procedure legislative compliance is being achieved.

#### Management Response

The Shire will include reference to applicable legislative requirements in its updated policies and procedures. This will be done as part of its review of its suite of governance policies.

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11. Consideration should be given to the implementation of a Legislative Compliance policy which outlines the responsibility for compliance with legislative requirements and how such compliance is to be met. Consideration should be given for the Shire to develop various legislative compliance checklists to enable various areas within the Shire (or by the Manager of Governance & Community Services position) to undertake self-assessment checks. We would suggest that these be undertaken regularly throughout the calendar year and be signed off attesting to compliance. These can be undertaken in conjunction with the annual Compliance Audit Return (CAR) and would complement the (CAR) process.

#### Management Response

The Shire will implement a Legislative Compliance Policy, outlining the responsibility for compliance with legislative requirements and how such compliance is to be met.

**Due date: November 2023**

The Manager of Governance and Community Services will develop and manage legislative compliance checklists.

**Due date: Ongoing, starting in September 2023**

Item 10.3.1 - Attachment A - 40ft Sea Container at 97 Butcher Street, Bruce Rock

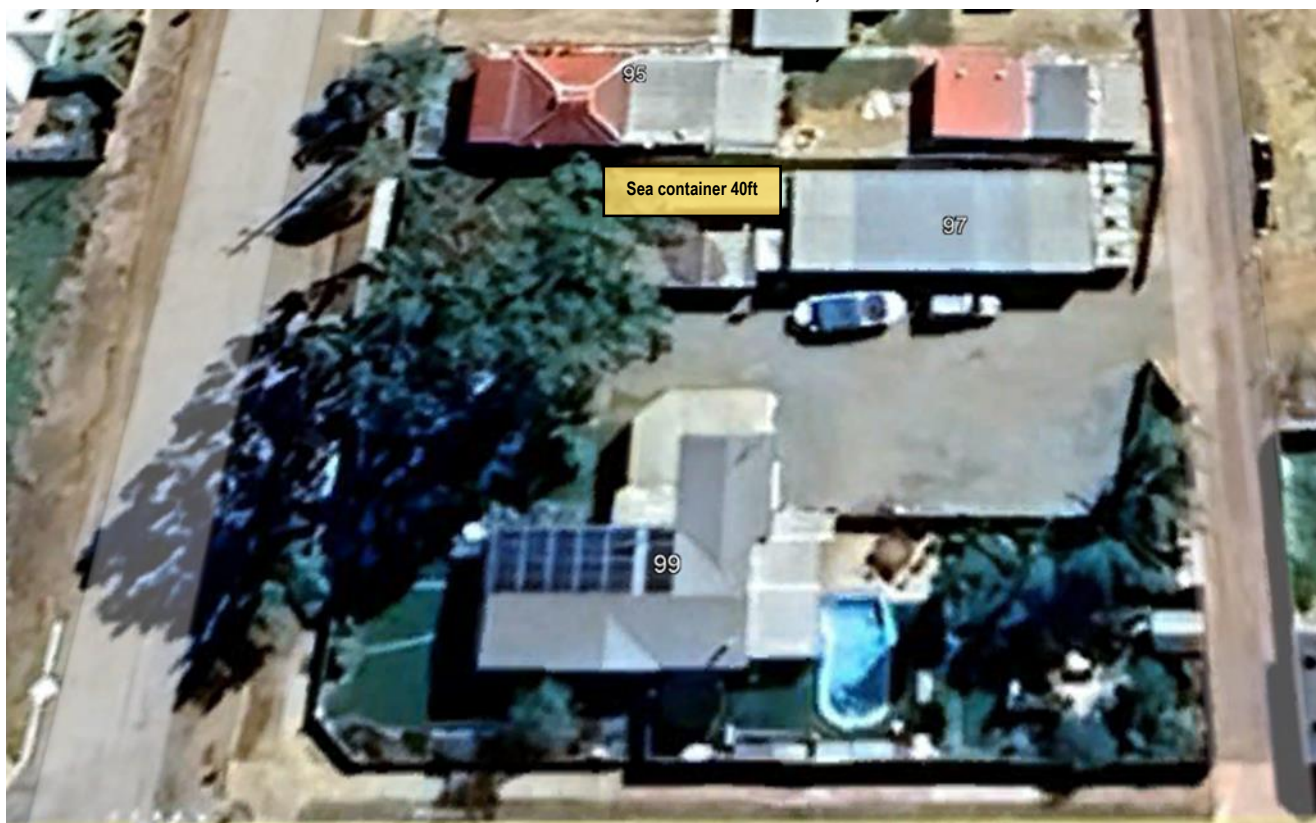


Figure 2: Photo of Container.



<b>Policy Name:</b>	<b>2.2</b>	Signing Purchase Orders
<b>Department:</b>	Finance	
<b>Date Adopted:</b>	13 March 2003	
<b>Last Reviewed:</b>	18 May 2023	

**Preamble** Policy in respect to who is authorised to sign purchase orders on behalf of Council

**Objective** To give Council guidelines in respect of who is authorised to issue purchase orders for items that have been itemised in the budget.

**Policy** Purchase orders can only be signed by;

<b>Position</b>	<b>Maximum (ex GST)</b>	<b>Authorising Manager for Expenditure over Limit</b>
Chief Executive Officer	As per Budget	
Manager of Governance and Community Services	As per Budget <a href="#">to a maximum of \$150,000</a>	<a href="#">Chief Executive Officer</a>
Manager of Finance	As per Budget <a href="#">to a maximum of \$150,000</a>	<a href="#">Chief Executive Officer</a>
Manager of Works and Services	As per Budget <a href="#">to a maximum of \$249,999</a>	<a href="#">Chief Executive Officer</a>
Environmental Health Officer	As per Budget <a href="#">to a maximum of \$150,000</a>	<a href="#">Chief Executive Officer</a>
Senior Finance Officer	As per Budget to a maximum of \$500	Manager of Finance
Depot Manager	As per Budget to a maximum of \$5,000	Manager of Works and Services
Roads Team Leader	As per Budget to a maximum of \$5,000	Manager of Works and Services
Town Crew Leader	As per Budget to a maximum of \$5,000	Manager of Works and Services
Aquatic Centre Manager	As per Budget to a maximum of \$1,000	Deputy Chief Executive Officer
Recreation Centre Manager	As per Budget to a maximum of \$5,000	Manager of Works and Services
Practice Manager at Health Centre	As per Budget to a maximum of \$1,000	Deputy Chief Executive Officer
Building Maintenance – Leading Hand	As per Budget to a maximum of \$1,500	Environmental Health Officer
<a href="#">Natural Resource Management Officer</a>	<a href="#">As per Budget to a maximum of \$500</a>	<a href="#">Deputy Chief Executive Officer</a>
<a href="#">Skeleton Weed Coordinator</a>	<a href="#">As per Budget to a maximum of \$5,000</a>	<a href="#">Manager of Finance</a>
Bruce Rock Supermarket Supervisor	As per Budget to a maximum of \$105,000, supermarket	Manager of Finance

	stock only	
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Purchase orders can only be issued for items that have been specified in the adopted budget for that financial year.

Any orders issued for amounts exceeding items listed in the budget, must be authorised by the CEO, MGCS or Manager of Finance.

**Head of Power**

Local Government Act 1995 s.6.10  
Local Government (Financial) Regulations, r. 11

<b>Policy Number</b>	<b>Policy Name</b>
1.1	Customer Service Policy
1.3	Asset Management Policy
1.8	Use of Shire Owned Drone
2.1	Signatories on Council Accounts
2.2	Signing Purchase Orders
2.9	Investment of Surplus and Reserve Funds
2.10	Petty Cash Policy
3.5	Use of Information and Communication Technology (ICT) Resources
3.10	Appointment of Acting Chief Executive Officer
8.1	Bushfire Brigades and Governance Structure
8.2	Harvest Bans
9.1	Vehicle and Fuel Usage Policy
9.5	Light Vehicle Fleet Replacement

<b>Changes Made</b>
Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)
Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)
Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)
Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)
Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)
Purchase order limits added for Manager of Governance and Community Services, Manager of Finance, Manager of Works and Services and Environmental Health Officer.
Authorising manager for expenditure over limit added for Manager of Governance and Community Services, Manager of Finance, Manager of Works and Services and Environmental Health Officer.
Purchase order limit for Supermarket Supervisor increased from \$10,000 to \$15,000.
References to Natural Resource Management Officer and Skeleton Weed Coordinator deleted.
Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)
Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)
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Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)
Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)
Skeleweed Coordinator removed from list of fuel cards
Deputy CEO (DCEO or Deputy CEO) changed to Manager of Governance and Community Services (MGCS)

# Great Eastern Country Zone

## Minutes

**Monday, 17 April 2023**

**Commenced at 9.41am**

## Shire of Merredin

Merredin Regional Community & Leisure Centre  
Bates Street, Merredin Western Australia 6415

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## TABLE OF CONTENTS

1.	Opening and Welcome .....	3
2.	Attendance .....	3
4.	Declarations of Interest .....	5
5.	Guest Speakers / Deputations .....	5
5.1	Rich Bain, Manager Heavy Vehicle Road Network Access, Main Roads .....	5
5.2	James McGovern, WALGA Manager Governance and Procurement .....	5
6.	Members of Parliament .....	5
11.5	WALGA President's Report .....	6
7.	Agency Reports .....	7
7.1	Department of Local Government, Sport, and Cultural Industries (DLGSC) .....	7
7.2	Wheatbelt Development Commission (WDC) .....	7
7.3	Regional Development Australia Wheatbelt (RDAW) .....	7
7.4	Main Roads Western Australia .....	7
7.5	Water Corporation .....	7
8.	Minutes .....	7
8.1	Confirmation of Minutes, Monday, 13 February 2023 .....	7
8.2	Business Arising from the Minutes, Monday, 13 February 2023 .....	8
8.2.1	(Item 13.1) Review of Audit Process by the Office of Auditor General .....	8
8.2.2	Mental Health checks for firearm owners .....	8
8.3	Minutes of the Executive Committee Meeting, Thursday, 7 April 2023 .....	8
8.4	Business Arising from the Minutes, Thursday 7 April 2023 .....	8
8.4.1	Zone Meeting – Local Government Presentations .....	9
8.4.2	Post-meeting Zone Updates .....	9
9.	Zone Business .....	12
9.1	Wheatbelt Interagency Health & Wellbeing Plan .....	12
10.	Zone Reports .....	12
10.1	Zone President Report .....	12
10.2	Local Government Agricultural Freight Group (LGAFG) .....	13
10.3	Wheatbelt District Emergency Management Committee (DEMC) .....	13
10.4	Regional Health Advocacy Group .....	14
10.5	WALGA RoadWise .....	14
11.	Western Australian Local Government Association (WALGA) Business .....	14
11.1	2023 Local Government Honours Program .....	14
11.2	State Councillor Report .....	15
11.3	WALGA Status Report .....	12
11.4	Review of WALGA State Council Agenda – 3 May 2023 .....	16
12.	Emerging Issues .....	21
12.1	Live Export .....	21
13.	Date, Time, and Place of Next Meetings .....	21
14.	Closure .....	21

## 1. Opening and Welcome

The Chair declared the meeting open at 9.41am

### 1.1 Acknowledgement of Country

The Great Eastern Country Zone of WALGA acknowledges the Traditional Custodians of this land, and pays our respects to their Elders past, present and future.

Noted

### 1.3 Announcements

## 2. Attendance

<b>Shire of Bruce Rock</b>	President Cr Stephen Strange Deputy President Cr Anthony Cook
<b>Shire of Cunderdin</b>	Mr Stuart Hobley, Chief Executive Officer, non-voting
<b>Shire of Dowerin</b>	Ms Rebecca McCall, Chief Executive Officer, non-voting
<b>Shire of Kondinin</b>	Mr David Burton, Chief Executive Officer, non-voting
<b>Shire of Koorda</b>	Mr Darren Simmons, Chief Executive Officer, non-voting
<b>Shire of Merredin</b>	President Cr Mark McKenzie Ms Lisa Clack, Chief Executive Officer, non-voting
<b>Shire of Mount Marshall</b>	President Cr Tony Sachse (Chair) Mr Ben McKay, Chief Executive Officer, non-voting
<b>Shire of Narembeen</b>	President Cr Kellie Mortimore Mr Paul Sheedy, Acting Chief Executive Officer, non-voting
<b>Shire of Nungarin</b>	Deputy President Cr Gary Coumbe Cr Eileen O'Connell, non-voting
<b>Shire of Tammin</b>	President Cr Glenice Batchelor
<b>Shire of Trayning</b>	President Cr Melanie Brown Ms Leanne Parola, Chief Executive Officer, non-voting
<b>Shire of Westonia</b>	President Cr Mark Crees Deputy President Cr Ross Della Bosca Cr Karin Day
<b>Shire of Wyalkatchem</b>	President Cr Quentin Davies (Deputy Chair) Mr Peter Klein, Chief Executive Officer, non-voting



**Shire of Yilgarn**

President Cr Wayne Della Bosca  
Mr Nic Warren, Chief Executive Officer, non-voting

**Guests**

Main Roads WA

Rich Bain, Manager Heavy vehicle Road Network Access  
Mohammad Siddiqui, Regional Manager Wheatbelt

Wheatbelt Development Commission

Susan Hall Acting Chief Executive Officer  
Renee Manning, Principal Regional Development Officer

Water Corporation

Rebecca Bowler, Manager, Customer & Stakeholder

Regional Development Australia WA

Mandy Walker, Director Regional Development

**Members of Parliament**

Hon Mia Davies MLA, Member for Central Wheatbelt

**WALGA**

President Cr Karen Chappel JP, WALGA President  
James McGovern, Manager Governance & Procurement  
Naoimh Donaghy, Governance & Organisational Services Officer

**Apologies**

Shire of Cunderdin,

President Cr Alison Harris

Shire of Bruce Rock,

Mr Darren Mollenoyux, Chief Executive Officer, non-voting

Shire of Cunderdin

Deputy President Cr Tony Smith

Shire of Dowerin

President Cr Robert Trepp

Cr Darrel Hudson

Shire of Kellerberrin

President Cr Scott O' Neill

Deputy President Cr Emily Ryan

Mr Raymond Griffiths, Chief Executive Officer, non-voting

Shire of Kondinin

President Kent Mouritz

Deputy President Cr Beverley Gangell

Shire of Koorda

President Cr Jannah Stratford

Deputy President Cr Buster Cooper

Shire of Merredin

Cr Donna Crook

Shire of Mount Marshall

Deputy President Cr Nick Gillett

Shire of Mukinbudin

President Cr Gary Shadbolt

Deputy President Romina Nicoletti

Mr Dirk Sellenger, Chief Executive Officer, non-voting

Shire of Narembeen

Deputy President Cr Scott Stirrat

Shire of Nungarin

President Cr Pippa de Lacy

Mr Leonard Long, Chief Executive Officer, non-voting

Shire of Tammin

Deputy President Cr Tanya Nicholls

Ms Joanne Soderlund, Chief Executive Officer, non-voting

Shire of Trayning

Deputy President Cr Geoff Waters

Shire of Westonia

Mr Bill Price, Chief Executive Officer, non-voting

Shire of Wyalkatchem

Deputy President Cr Owen Garner

Shire of Yilgarn

Deputy President Cr Bryan Close

Hon Rick Wilson MP, Federal Member for O'Connor

Hon Steve Martin MLC, Liberal Member for the Agricultural Region

Hon Peter Rundle MLA, Member for Roe

Hon Martin Aldridge MLC, Member for Agricultural Region

Hon Shelley Payne MLC, Member for Agricultural Region



Hon Darren West MLC, Member for Agricultural Region  
Hon Sandra Carr MLC, Member for Agricultural Region  
Hon Colin de Grussa MLC, Member for Agricultural Region

Department of Local Government, Sport, & Cultural Industries,  
Samantha Cornthwaite, Regional Manager Wheatbelt  
Cliff Simpson, Regional Road Safety Advisor

### **3 Attachments**

Attachments to the Minutes:

1. Item 5.1 Main Roads presentation
2. Item 11.5 WALGA President's Report
3. Item 7.5 Water Corporation presentation

### **4. Declarations of Interest**

Nil

### **5. Guest Speakers / Deputations**

#### **5.1 Rich Bain, Manager Heavy Vehicle Road Network Access, Main Roads**

Rich Bain, Manager Heavy Vehicle Road Network Access, Main Roads, presented on Heavy Vehicles Services – **Attachment 1**.

**Noted**

#### **5.2 James McGovern, WALGA Manager Governance and Procurement**

James McGovern, Zone Executive Officer, presented on the Local Government Legislation Amendment Bill tabled in Parliament in February 2023.

**Noted**

### **6. Members of Parliament**

*Any Members of State and Federal Government, in attendance will be invited to provide a brief update on matters relevant to the Zone.*

- Hon Mia Davies MLA, Member for Central Wheatbelt
  - Mia provided an update and responded to questions on her portfolios: Aboriginal affairs, electoral affairs, and mines/petroleum
  - The guidelines for the new *Aboriginal Cultural Heritage Act (2021)* were released last week
    - The new Act and Regulations will take effect from 1 July 2023
    - Aboriginal Affairs Minister Dr Tony Buti has made assurances about the consultation process requirements under the Act
  - The WAEC has just released calls for suggestions to boundary changes for the next election in 2025

- Local Government and community groups encouraged to consider submitting suggestions
- There will likely be a significant redistribution with this election, in both the Upper and Lower House, including a risk of reduction of regional seats in the Lower House
  - Suggestions close 1 May
- State budget upcoming in May
- Live export
  - See Item 12.1
- Ports
  - There is an internal review of ports underway by the State Government

#### **11.5 WALGA President's Report**

President Cr Karen Chappel was in attendance for this meeting and spoke to her report (**Attachment 2**)

**That the Great Eastern Country Zone notes the WALGA President's Report.**

**Resolved**

*The meeting broke for morning tea at 11.10am*

*The meeting reconvened at 11.23am*

## 7. Agency Reports

### 7.1 Department of Local Government, Sport, and Cultural Industries (DLGSC)

The Department of Local Government, Sport, and Cultural Industries were an apology for this meeting, however the attached report has been provided to the Zone.

The Department ask that if you have any questions, WALGA will note and send to DLGSC, the response will come back to you through WALGA. For individual queries from members, a list of DLGSC contacts have been provided within the report.

**Noted**

### 7.2 Wheatbelt Development Commission (WDC)

Wheatbelt Development Commission was an apology for this meeting.

**Noted**

### 7.3 Regional Development Australia Wheatbelt (RDAB)

Mandy Walker, Director Regional Development, provided an update to the Zone.

**Noted**

### 7.4 Main Roads Western Australia

Mohammad Siddiqui, Regional Manager Wheatbelt, provided an update to the Zone. **Attachment 3.**

Mohammad addressed queries from Members in regards to inadequate intersections. Mohammad welcomed suggested areas that warrant analysis to be carried out to bring worrisome sections up to spec. He invited Members to contact him directly with concerns.

**Noted**

### 7.5 Water Corporation

Rebecca Bowler, Manager, Customer & Stakeholder, provided an update to the Zone (**Attachment 3**)

**Noted**

## 8. Minutes

### 8.1 Confirmation of Minutes from the Great Eastern Country Zone meeting held on Monday, 13 February 2023

The Minutes of the Great Eastern Country Zone meeting held on Monday, 13 February 2023 were previously circulated to Member Councils.

#### **RECOMMENDATION**

**Moved: President Cr Glenice Batchelor**

**Seconded: President Cr Wayne Della Bosca**

**That the minutes of the Great Eastern Country Zone meeting held on Monday, 13 February 2023 be confirmed as a true and accurate record of the proceedings.**

**CARRIED**

## **8.2 Business Arising from the Minutes from the Great Eastern Country Zone Meeting held on Monday, 13 February 2023**

### **8.2.1 (Item 13.1) Review of Audit Process by the Office of Auditor General**

#### **Background:**

The conduct of the 2021/2022 audit was raised by the Shire of Yilgarn at the February 2023 meeting and reflected similar commentary and recommendation by the Shire of Tammin in November 2022. The Zone Status Report at Item 11.3 provides an update on actions taken.

#### **Comment:**

The Shire's of Yilgarn, Westonia, Nungarin and Narembeen reiterated frustrations at the process, changing staff within the Auditors office, short periods of time by Auditor staff on site which then was followed by Shire staff spending an enormous amount of time sending missed information to the Auditor. Auditors were noted to be unfamiliar with Local Government processes and displayed an unfamiliarity with what was needed on site again resulting in Shire staff filling the gap of missed information. Members are also frustrated at the timing of the audits to align with Elected Member availability outside of harvesting etc.

Cr Day addressed the word 'comply' used to describe 40 Local Governments who have not complied with auditing guidelines when she believes the number of Local Governments who have not completed their audits is heavily influenced by lack of available Auditors as opposed to a delay on the Local Governments behalf.

#### **ACTION:**

**That Members who wish to make a report, supply a timeline of correspondences and events with the Office of Auditor General to WALGA's Zone Executive Officer James McGovern, and consider responding to the joint Local Government Professionals/WALGA survey.**

### **8.2.2 Mental Health checks for firearm owners**

Cr Glenice Batchelor requested clarity around the requirements for all firearm owners to undergo a mental Health check. Hon Mia Davis advised she will seek further information from the Hon Colin de Grussa who is shadowing the Agriculture portfolio at present.

**Noted**

## **8.3 Minutes of the Great Eastern Country Executive Committee Meeting held on Thursday, 7 April 2023**

The Minutes of the Great Eastern Country Zone Executive Committee meeting held on Thursday, 2 February 2023 were attached.

#### **RECOMMENDATION**

**Moved: Cr Stephen Strange**

**Seconded: Cr Kellie Mortimore**

**That the Minutes of the Great Eastern Country Zone Executive Committee meeting held on Thursday 7 April 2023 be endorsed.**

**CARRIED**

## **8.4 Business Arising from the Minutes from the Great Eastern Country Zone Executive Meeting held on Thursday 7 April 2023**

Items 8.4.1, 8.4.2 and 8.4.3 relate to proposals and opportunities arising from the Great Eastern Country Conference held on 28 February 2023.

#### **8.4.1 Zone Meeting – Local Government Presentations**

A number of WALGA Zones operate on the basis of rotating meetings through all member Local Government locations, with the host Local Government providing attendees with a 5-to-10-minute summary of current activities and strategic initiatives. This approach helps all Zone members gain a greater understanding of what is happening throughout the region. The Great Eastern Country Zone members have a standing agreement to share in-person meetings between Kellerberrin and Merredin and do not have an arrangement for a 'host' Local Government presentation.

The Executive Committee identified that it may take some time to cycle through all 16 Zone Local Governments and proposed an alternative initiative to invite a representative of Voluntary Regional Organisation of Council (VROCs) to provide an update presentation, also on a rotational basis.

#### **ACTION:**

**That Great Eastern Country Zone Members are given the opportunity to present as well as inviting ROCs on a rotational basis to present from a collaborative front.**

#### **8.4.2 Post-meeting Zone Updates**

The Zone Conference set out as one of its intentions to provide opportunity for Council Members that do not currently attend regular Zone meetings to hear about regional collaboration and meet with contemporaries from across the region. Keeping non-attending Council Members informed of Zone meeting outcomes and presentations was raised a potential opportunity.

The Executive Committee supported the proposal for the Zone Secretariat to prepare a summary of the outcomes of Zone meetings ('Minutes on a Page') to ensure that those Council Members not in attendance continue to receive information relating to Zone meeting outcomes. WALGA has capacity to directly email individual Council Members for this purpose.

#### **ACTION:**

**That the Zone Executive Officer prepare a 'Minutes on a Page' summary of the outcomes of each Great Eastern Country Zone meeting, for distribution to all Council Members of the 16 Zone Local Governments.**

#### **8.4.3 Great Eastern Country Zone Conference Survey**

The Executive Officer developed a Conference survey in consultation with the Zone Executive Committee and issued the finalised survey to all Local Government attendees of the Great Eastern Country Zone Conference held on 23 February. Survey analysis has yet to be concluded at the issue of Agenda, and a summary report will be presented at the meeting.

#### **Noted**

#### **8.4.4 WALGA Annual Convention – Opportunity to Influence Program Content**

The Executive Committee discussed the apparent difficulty that WALGA Zones experience having direct influence in establishing the theme and speakers invited to present at the annual WALGA Local Government Convention. Whilst it is acknowledged that attendees have opportunity to provide feedback via a post-Convention survey, there is no opportunity to provide input at the Convention planning stage. The Executive Committee also discussed the venue of Crown Burswood has limited room availability for additionally speaker opportunities and break out session, compared to the Perth Exhibition and Convention Centre.

The Executive Committee agreed to the action that a future Zone agenda item be developed to raise this issue and to provide State Council with comment in time for the planning of the 2024 WALGA Local Government Convention.

#### **RECOMMENDATION**

**Moved: President Cr Stephen Strange**  
**Seconded: President Cr Glenice Batchelor**

**That a future Zone agenda item be developed to raise this issue and to provide State Council with comment in time for the planning of the 2024 WALGA Local Government Convention.**

**CARRIED**

#### **8.4.5 Memorandum of Understanding - Emergency Management Resource Sharing**

The Great Eastern Country Zone resolved in August 2022 to endorse a Memorandum of Understanding (MoU) for emergency management purposes:

*That the Zone endorse the Memorandum of Understanding for the provision of mutual aid during emergencies and post incident recovery.*

The Zone Executive Officer will arrange to distribute the MoU to each Zone Local Government for signature, and arrange for the collation of a comprehensive schedule of machinery and equipment relevant to this agreement.

#### **Comment:**

The Zone Executive requested the administration to compile a list of all machinery owned by their Local Government.

#### **ACTION:**

**That the Zone Executive Officer arrange to distribute the MoU to each Zone Local Government for signature, and arrange for the collation of a comprehensive schedule of machinery and equipment relevant to this agreement**

#### **8.4.6 Disposal of e-Cigarettes (Vapes)**

A Zone Local Government was recently approached buy a state agency to request the disposal of vaping implements, on the mistaken belief that Local Government has responsibility for the disposal of toxic waste items.

The following information is provided by WALGA's Waste and Environment team to inform all Zone Local Governments on this matter:

*This is the information in our Consistent Communications Collective agenda (which any Local Government can join) – it includes the general advice DOE has provided Schools.*

- *There has been a significant increase in the number of queries Local Government, and consequently WALGA, are receiving regarding appropriate disposal for e-cigarettes ('vapes'). This includes recent [media coverage](#).*
- *The WALGA President has put forward a clear message, through the media, that effective product stewardship is needed for these products.*
- *Government agencies involved include:*
  - *Department of Education (DoE). WALGA met with DoE to discuss vape disposal messaging provided to schools. DoE advised they have provided general advice to schools regarding vape disposal. The advice includes:*
    - \* **Using caution when handling the devices as they can combust and cause burns.**
    - \* **Storing devices in a cool place (for battery safety).**
    - \* **Contacting a suitable waste disposal company that is capable of disposing of lithium batteries and liquid nicotine.**
    - \* **Not placing vapes in General Waste bins.**
    - \* **That it is the responsibility of the individual school to find a suitable waste contractor.**
    - \* *That DoE is continuing to engage with key stakeholders, including WALGA, to investigate options for schools to dispose of vapes.*
  - *Department of Health is the regulatory agency for vapes but seems to have limited resources.*
  - *Department of Water and Environmental Regulation is also receiving queries regarding disposal.*
  - *Federal Department of Climate Change, Energy, the Environment and Water, which is investigating product stewardship options.*
- *WALGA has met with the federal Environment Department to determine what national approach is being taken (noting regulation on vapes may vary between jurisdictions).*
- *There appears to be one company in WA, Perth Chemical Specialists (PCS), who have the relevant licences to recycle/dispose of vapes safely. PCS is a subcontractor of Cleanaway and undertakes the unknown chemical testing for the Household Hazardous Waste Program. WALGA staff met with PCS to discuss options for recycling/recovery of vapes and associated costs.*

*Vapes are another example of a product which has been placed on the market without any consideration regarding the end of life. Embedded lithium batteries that can be found in disposable vapes are likely to present a significant fire risk, as even if the vape has been fully utilised the batteries have been found to retain significant charge.*

**Noted**

## 9. Zone Business

### 9.1 Wheatbelt Interagency Health & Wellbeing Plan

#### **Background**

WA Country Health Service-Wheatbelt contacted the Zone Executive Officer in March of 2023 (**Attachment 5**).

In summary, a working group is being formalised to develop the *Wheatbelt Interagency Health & Wellbeing Plan: Towards 2035 Working Group WAPHA membership*. WA Country Health Service are taking expressions of interest for one Local Government representative from each Zone in the Wheatbelt to sit on the working group.

The Chair seeks feedback from the Members; is there an interest from a Zone perspective and would anyone like to nominate themselves to be on the working group.

#### **Comment:**

Cr Tony Sachs corresponded with Ms Nancy Bineham, Director Strategy, Change & Service Development prior to the meeting. Ms Bineham confirmed should a representative come forward from the Great Eastern Country Zone, the group intends to meet for an hour via MSTEams, once every six weeks.

Cr Bachelor nominated Cr Alison Harris to be the Zone's representative. Cr Harris was not in attendance at the meeting.

#### **RECOMMENDATION**

**Moved: President Cr Glenice Batchelor**

**Seconded: President Cr Kellie Mortimore**

**That Cr Alison Harris be the Great Eastern Country Zone has representation, pending her acceptance.**

**CARRIED**

## 10. Zone Reports

### 10.1 Zone President Report

Zone Chair Cr Tony Sachse

The GECZ Wheatbelt Conference held in Merredin on 28th February 2023 was very attended with a quality line up of speakers on the theme of regional collaboration. Thank you to all the GECZ Local Governments for supporting the conference in such a positive way. Thanks also to WALGA staff for their expertise, guidance and work in assisting us to run the conference in such a professional way. Special thanks to James McGovern and Janine Neugebauer for their help and participation. For those attendees you should have received a short evaluation questionnaire on the conference. Your feedback would be greatly appreciated.

Janine Neugebauer's contract with WALGA has come to an end. We have thanked Janine very much for her excellent contribution to the WALGA GECZ. We all really enjoyed working with her and wish her all the best in the future. We welcome back Naoimh Donaghy to the GECZ as she has recently returned to work with WALGA.



The Executive has been working through the GECZ Strategic Priorities. At the last meeting a discussion took place on adding waste management to the priorities in the future.

It is hoped that the Hon. John Carey MLA, Minister for Housing; Local Government will be able to attend the GECZ during 2023 with particular reference to the Government Regional Officer Housing (GROW) strategies. Also invited is the Hon. Amber-Jade Sanderson MLA, Minister for Health; Mental Health Government regarding Hospitals, Aged Care and the future of the Nurse Practitioner Services. Rich Bain, Manager Heavy Vehicle Road Network Access, Main Roads, presented to the WALGA Transport and Roads Forum in March 2023. Rich has accepted an informal invitation to present on Heavy Vehicles Services to the GECZ in 2023.

Other discussions have taken place on ROC and/or Council presentations at Zone meetings. Also, for the Zone to provide a summary of the meeting outcomes to help Council Members who were unable to attend receive information.

Finally, there have been some very significant rainfall events over recent weeks and although patchy, these events have been well received by the agricultural community.

## **RECOMMENDATION**

Moved: Cr Quentin Davies

Seconded: President Cr Wayne Della Bosca

**That the Zone President's Report be received.**

**CARRIED**

### **10.2 Local Government Agricultural Freight Group (LGAFG)**

Zone Chair Cr Tony Sachse

The LGAFG meeting last met on 13th July 2022. A meeting in 2023 has so far not been scheduled. There is nothing else to report.

**Noted**

### **10.3 Wheatbelt District Emergency Management Committee (DEMC)**

Zone Chair Cr Tony Sachse

The last Wheatbelt DEMC met in Northam on 20th October, 2022. The unconfirmed minutes of this meeting have already been distributed. The next meeting has been rescheduled to Wednesday, 17th May 2023. In alignment with the Wheatbelt DEMC strategy, to encourage partnerships and engagement across Local Government boundaries and between agencies, the Wheatbelt DEMC are holding a number of EM Days in the Wheatbelt in 2023.

The Wheatbelt Operational Area Support Group (OASG)/ISG is now only meeting as needed. There have not been any meetings over recent months.

The Wheatbelt Human Services Managers Forum last met on 4th April, 2023. The minutes are not yet available. The meeting included an Introduction by Sue Chapman (Senior Project Officer –

Wheatbelt District Leadership Group). This was an opportunity to outline the provision of support to the Wheatbelt DLG and Priority Area Working Groups (PAWG's)

There was also a Collective Impact Presentation by Jo Drayton on the Country Football Wellbeing Program (CFWP) partnership between Holyoake, WA Country Football Commission, Healthways, and the Mental Health Commission. The project is conducting a pilot over three leagues, and is quite visionary using sport as a medium to build wellbeing in this area.

Other areas of discussion included Family & Domestic Violence, Employment Transition & Pathways and Education Engagement and Retention. There was also the Identification of key project/s that demonstrate that organisations/agencies are working within the Collective Impact Framework and potential supports/resources for consideration of approval by the Wheatbelt DLG. Working parties on Mental Health and Aging were also updated. Local Government Representation has been requested on the Aging Well Priority Area Working Group. As I am the current Wheatbelt HSMF LG representative, this working group now becomes part of that representation/responsibility. An attachment of the Priority Area/Working Group/Aging Well In The Wheatbelt Summary is attached to this report (**Attachment 6**). It is suggested that a separate delegate from the GECZ be considered for the Wheatbelt HSMF as it is separate from the Wheatbelt DEMC delegation. The representation really grew out of the OASG during the COVID-19 State of Emergency.

## **RECOMMENDATION**

**Moved: President Cr Quentin Davies**

**Seconded: Deputy President Cr Gary Coumbe**

**That the Great Southern District Emergency Management Committee Report be received.**

**CARRIED**

### **10.4 Regional Health Advocacy Group**

Cr Alison Harris was an apology for the meeting.

**Noted**

### **10.5 WALGA RoadWise**

Cliff Simpson, Regional Road Safety Advisor was an apology for this meeting.

**Noted**

## **11. Western Australian Local Government Association (WALGA) Business**

### **11.1 2023 Local Government Honours Program**

The annual Local Government Honours Program affords significant public recognition and celebration of the outstanding achievements and lasting contributions made by Elected Members and Local Government officers to their respective Councils, the WA Local Government sector, and the wider community.

Nominations for the 2023 Honours Program are open now.

There are six awards in the 2023 Program:

1. Local Government Medal
2. Life Membership
3. Eminent Service Award
4. Merit Award
5. Local Government Distinguished Officer Award
6. Young Achievers Award

Nominations will close at **5:00pm on Friday, 9 June** and the awards will be presented as part of the WALGA Annual General Meeting held on Monday, 18 September.

For more information or to submit a nomination, visit the WALGA website or contact Kathy Robertson, Executive Officer Governance, on 9213 2036 or via email at [honours@walga.asn.au](mailto:honours@walga.asn.au).

#### **Noted**

### **11.2 State Councillor Report**

Cr Stephen Strange

Cr Stephen Strange gave a verbal report.

#### **RECOMMENDATION**

**Moved: President Cr Stephen Strange**

Seconded: President Cr Quentin Davies

**That the State Councillor Report be received.**

**CARRIED**

### 11.3 WALGA Status Report

By James McGovern, Executive Officer

## COMPLETE ZONE STATUS REPORT April 2023

Zone	Agenda Item	Zone Resolution	WALGA Response	Update	WALGA Contact
Great Eastern C	1 March 2023 State Council Agenda Item 7.1 <b>Proposed Advocacy Position on Constitutional Recognition of Aboriginal and Torres Strait Islander People</b>	That the Great Eastern Country Zone does not believe that WALGA should actively participate in the National Referendum on a Voice to Parliament.	State Council Resolution  That WALGA: 1. Supports respectful conversations about constitutional recognition of Aboriginal and Torres Strait Islanders and the Voice to Parliament. 2. Requests that the Commonwealth Government ensure that Local Governments and communities are kept informed on the proposal.  COMPLETE	April 2023	Nicole Matthews Executive Manager Policy nmatthews@walga.asn.au 9213 2039
Great Eastern C	13 February 2023 Zone Agenda Item 13.1 <b>Review of Audit Process by the Office of Auditor General</b>	That the Great Eastern Country Zone supports a comprehensive review, prioritised, and led by WALGA, of the audit process managed by the Office of the Auditor General.	A number of Local Governments have raised concerns with the OAG audit performance for 2021/22 either formally through Zones or directly to WALGA. As a consequence, WALGA in conjunction with LG Professionals is carrying out a survey of the Local Government sector on their experiences with the Audit process. Results will be analysed and reported to WALGA's Governance and Organisational Services Policy Team for action consideration.	April 2023	James McGovern, Zone Executive Officer
Great Eastern C	November 2022 Zone Minutes Item 13.1 <b>Firearms Use on State Barrier Fence Reserve</b>	That WALGA correspond with the Department of Primary Industries and Regional Development and inform the Zone on feedback on concerns raised including: - The use of firearms is an important and necessary and efficient control measure in the management of wild dogs; - That firearm use in some circumstances is a warranted for reasons personal protection of Licensed Pest Management Technicians; and	WALGA corresponded with DPIRD on the terms of the Zone resolution but have yet to receive a satisfactory response. DPIRD has advised that firearms can be used on occasion where an animal welfare issue arises. WALGA will continue to seek clarity on the use of firearms on the State Barrier Fence Reserve.	April 2023	James McGovern, Zone Executive Officer



		<ul style="list-style-type: none"><li>- Clarity be sought on the DPIRD policies associated with issuing permits for access to the State Barrier Fence Reserve.</li></ul>			
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**Noted**

## 11.4 Review of WALGA State Council Agenda – 3 May 2023

### Background

WALGA State Council meets five times each year and as part of the consultation process with Member Councils circulates the State Council Agenda for input through the Zone structure.

The full State Council Agenda can be found [here](#).

The Zone is able to provide comment or submit an alternative recommendation that is then presented to the State Council for consideration.

### Matters for Decision

#### 7.1 Best Practice Governance Review – Feedback on Governance Model

##### Executive Summary

- State Council commissioned the Best Practice Governance Review with the appointment of a Steering Committee in March 2022.
- The Steering Committee, which met nine times over the course of the project to date and reported back to State Council several times, finalised its [Final Report](#) in February 2023.
- On the basis of member feedback, the Steering Committee recommended Model 1 as the alternate governance model, which would result in the retention of State Council and Zones and the creation of a Board, with the majority of members elected from and by State Council.
- At their March 2023 meeting, State Council resolved to seek feedback from Members on the proposed model.
- To facilitate feedback from Members, the Final Report was distributed and a webinar was held, which was attended by 48 Local Government leaders;
- Feedback was received from 17 Member Local Governments, with nine Member Local Governments expressing support for the proposed Model 1, and eight Member Local Government outlining concerns with the proposed Model 1 or expressing support for the Current Governance Model.
- Concerns with the proposed Model 1 mostly related to concerns around representation at Board level, including the potential for representational imbalances, and the appointment of independent members, including a suggestion that independent members would be more likely to be metropolitan based.
- Next steps for the project are for two sets of constitutional amendments to be presented to State Council at the July 2023 meeting with the view that these amendments would be presented to Members at the 2023 Annual General Meeting.

### WALGA Recommendation

That:

1. **This report summarising feedback from Members on the Best Practice Governance Review Final Report be received; and**
2. **Two sets of constitutional changes be developed for consideration by State Council at the July 2023 meeting to be put to the 2023 Annual General Meeting, that:**
  - a. **Give effect to the revised Model 1, as per the Best Practice Governance Review Final Report; and**
  - b. **Refine the constitution to address inconsistencies and other issues while maintaining the current governance model.**

## 7.2 Department of Local Government, Sport and Cultural Industries' Child Safe Awareness Policy Template

### Executive Summary

- Since 2020, the State Government has consulted with the Local Government sector in relation to Recommendation 6.12 from the Royal Commission into Institutional Responses to Child Sexual Abuse (Royal Commission), which recommended that Local Governments should designate Child Safety Officers, with support from governments at the National and State level.
- In 2022, the Department of Communities (DoC) facilitated a series of co-design sessions which involved 35 representatives from Local Government, the Commissioner for Children and Young People (CCYP), WALGA, and the Department of Local Government, Sport and Cultural Industries (DLGSC) to develop the Child Safe Awareness Policy Template for Local Government (the Policy) to support implementation of Recommendation 6.12.
- The Policy supports initial action by Local Governments in addressing Recommendation 6.12, and forms part of the broader environment of child safe reforms developed out of the findings of the Royal Commission that will impact Local Government.
- DLGSC is seeking WALGA support for the Policy.
- WALGA considers support for the Policy is appropriate but notes that Local Governments will require ongoing support and resourcing assistance consistent with WALGA's *Advocacy Position 3.10.2 Child Safeguarding*.
- WALGA will continue to advocate to the State Government for the Policy to be considered in the context of a broader implementation plan for all the Royal Commission's recommendations relevant to Local Government.

### WALGA Recommendation

#### That State Council:

1. **Supports the draft Child Safe Awareness Policy Template being provided to Local Governments to assist with their implementation of Recommendation 6.12 of the Royal Commission (Child Safety Officers in Local Government); and**
2. **Notes the Department of Local Government, Sport and Cultural Industries' commitment to providing ongoing support and resourcing assistance to Local Governments to assist with implementation of the draft Child Safe Awareness Policy Template and other relevant actions relating to child safeguarding, through the Child Safeguarding Implementation Unit.**

## 7.3 Abandoned Shopping Trolleys Advocacy Position

### Executive Summary

- Abandoned trolleys in the public domain, create safety hazards for pedestrian and vehicular traffic and negatively impact public amenity and the natural environment.
- Some retailers prioritise their civic and social responsibilities, however the cost of physically retrieving illegally dumped trolleys is now substantially more than the cost of replacing trolleys.
- The absence of economic or legally enforceable imperative means retailers are increasingly not responding to this issue within reasonable timeframes, if at all.
- In response to community expectations, Local Governments bear the increasing cost burden to remove, impound and eventually dispose of abandoned trolleys.
- The *Public Spaces (Unattended Property) Act 2021* (NSW), presents an example of how legislation can be used to address issues arising from shopping trolleys.

## **WALGA Recommendation**

**That State Council endorse the following position on Abandoned Shopping Trolleys:**

***The Local Government Sector advocates for State Government to consult with the Sector and prioritise legislative reforms that require retailers to contain shopping trolleys within shopping centre property boundaries, inclusive of enforcement and modified penalty mechanisms that are a realistic economic imperative for retailers to comply with containment requirements.***

## **7.4 Speed Management Reform Advocacy Position**

### **Executive Summary**

- WALGA's existing policy on speed management is narrow in scope and is inadequate for advocating the varying needs of the Local Government sector.
- Speed management is an important tool for Local Governments, for managing the safety performance of local roads and to help create healthy, vibrant, and connected communities.
- Changing speed limits is an important element of speed management but the application process can be difficult and Local Governments currently have limited influence in the determination of speed limit changes on local roads.
- A contemporary advocacy position on speed management will enable WALGA to advocate for reforms that are needed to better reflect the diverse needs of Local Governments and enable effective and responsible management of travel speeds on local roads.

## **WALGA Recommendation**

**That the Speed Management Advocacy Position as follows, be endorsed:**

- 1. That WALGA supports Local Governments wishing to manage travel speeds, including speed limit changes, as a means of achieving the many health, social and environmental benefits for communities.***
- 2. That Main Roads WA (MRWA) retain the overarching authority for speed limit setting/zoning.***
- 3. That Main Roads WA speed zoning policies and processes be reformed so that Local Governments are more influential in the determination of speed limit decreases or increases for local roads.***
  - a. This will include applications that are deemed to be approved when the application:***
    - i. is based on assessments by competent Local Government practitioners,***
    - ii. contains evidence-based identification of the benefits,***
    - iii. contains preliminary designs for infrastructure safety upgrades associated with applications to increase speed limits, and***
    - iv. includes an engagement strategy for managing community and stakeholder expectations.***
  - b. Allows for Main Roads WA to decline an application, within a mutually agreed timeframe, on the basis that it:***
    - i. does not meet the above criteria, and***
    - ii. provides specific evidence for declining the application.***
- 4. The WALGA seeks to work with Main Roads WA and other stakeholders, to develop a speed management guide for Local Governments.***



## **7.5 State Road Funds to Local Government Agreement 2023/24 to 2027/28**

### **Executive Summary**

- The State Road Funds to Local Government Agreement (Agreement) provides funding for Local Governments to improve and maintain the local road network.
- The new Agreement continues to provide 20% of vehicle license fee revenue collected by the State Government to be applied to Local Government roads and paths.
- The proposed Agreement is for a five-year term from 2023/24 to 2027/28.
- The overall structure and intent of the Agreement remains largely unchanged from the previous Agreement.
- Commitments to road safety, aboriginal employment and recycled materials have been expanded.
- The Agreement was developed through consultation with Local Government members of the State Road Funds to Local Government Advisory Committee (SAC), Main Roads WA and Regional Road Group representatives.

### **WALGA Recommendation**

**That the State Roads Funds to Local Government Agreement 2023/24 – 2027/28 be endorsed.**

### **Policy Team Reports**

#### **8.1 Environment and Waste Policy Team Report**

*The Environment and Waste Policy Team includes the following subject areas:*

- *Climate change*
- *Native vegetation and biodiversity*
- *Biosecurity*
- *Water resources*
- *Sustainability*
- *Waste management*

### **WALGA Recommendation**

**That the matters considered by the Environment and Waste Policy Team be noted.**

#### **8.2 Governance and Organisational Services Policy Team Report**

*The Governance and Organisational Services Policy Team includes the following subject areas:*

- *Employee Relations*
- *Governance*
- *Strategy and Association Governance*
- *Training*
- *Regional Capacity Building / Local Government Reform*

## **WALGA Recommendation**

### **That State Council:**

- 1. Retain, without amendment, Advocacy Positions:**
  - (a) 2.1.14 Financial Assistance Grants**
  - (b) 2.4.4 Remote Area Tax**
  - (c) 2.5.21 Conduct of Postal Elections**
  - (d) 2.5.39 Exemption from ASSB124**
- 2. Delete Advocacy Positions:**
  - (a) 2.5.14 Tender Threshold**
  - (b) 2.5.26 Simple and Absolute Majority**
- 3. Notes the GOS Policy Team's consideration of WALGA AGM 2022 Item 3.12.1 Abandoned Shopping Trolleys.**

### **8.3 Infrastructure Policy Team Report**

*The Infrastructure Policy Team includes the following subject areas:*

- *Roads and paths*
- *Road safety*
- *Transport*
- *Freight*
- *Utilities (including telecommunications and underground power)*

## **WALGA Recommendation**

**That the matters considered by the Infrastructure Policy Team be noted.**

### **8.4 People and Place Policy Team Report**

*The People and Place Policy Team includes the following subject areas:*

- *Community*
- *Emergency Management*
- *Planning and Building*

## **WALGA Recommendation**

**That the matters considered by the People and Place Policy Team be noted.**

## **Matters for Noting/Information**

- 9.1 2023 Policy Priorities
- 9.2 Local Emergency Management Arrangements (LEMA) Review Project
- 9.3 Submission to the Independent Review of WA's COVID-19 Management and Response
- 9.4 Submission to the DWER E-waste to Landfill Ban Consultation Paper
- 9.5 Report Municipal Waste Advisory Council (MWAC)
- 9.6 March 2023 Economic Briefing

## RECOMMENDATION

That the Great Eastern Country Zone

1. Supports all Matters for Decision as listed above in the May 2023 State Council Agenda.
2. Notes all Matters for Noting and Organisational Reports as listed in the May 2023 State Council Agenda.

Moved: President Cr Kellie Mortimore

Seconded: President Cr Glenice Batchelor

CARRIED

## 12. Emerging Issues

### 12.1 Live Export

*President Cr Quentin Davies, Shire of Wyalkatchem*

## RECOMMENDATION

That the Great Eastern Country Zone:

1. Consult with other affected Zones to assess their status on this issue
2. Write to the Premier and Minister for Agriculture and request their strong public advocacy to retain live sheep export.

Moved: President Cr Glenice Batchelor

Seconded: President Cr Mark McKenzie

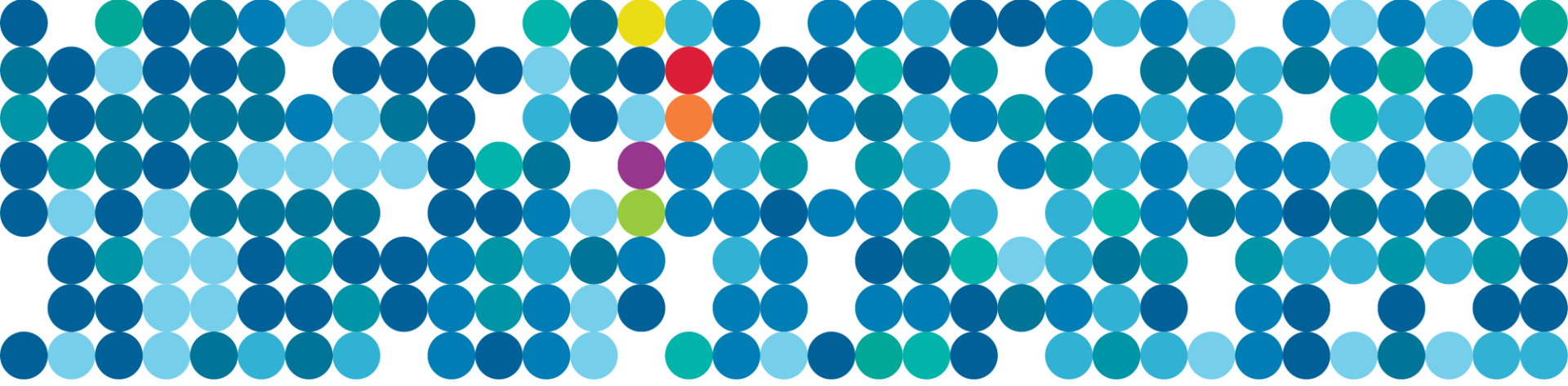
CARRIED

## 13. Date, Time, and Place of Next Meetings

The next Great Eastern Country Zone meeting will be held on Monday, 19 June 2023 commencing at 9.30am. This meeting will be hosted by the Shire of Kellerberrin.

## 14. Closure

There being no further business the Chair declared the meeting closed at 1.17pm.



# GECZ

## Meeting : 17 April 2023

Bec Bowler- 0409 293 618

Manager- Customer & Stakeholder – Goldfields and Agricultural Region

Think climate change.  
Be waterwise.



# Farmlands Project



## Stage 8 is now complete

- All sites came in under budget
- An additional 500 metres of damaged pipe in Morawa and a further 800 metres in Tammin was replaced
- A total of 12.163km of pipeline was replaced in Stage 8

## Stage 9/10 has been announced - 4 packages of work (2023/'25)

- Kellerberrin/Trayning : 3,440 metres
- Wyalkatchem : 180 metres
- Koorda : 70 metres
- York : 63 metres



Enquiries : Christine Lowther M : 0477 324 779

Think climate change.  
Be waterwise.



# Golden Pipeline- Tourism and heritage



- 8 pump stations
- 6 requiring some form remediation
  - Detailed site assessments completed on all sites
  - Regular assessment and maintenance- i.e. Dustex, signage, fencing
  - Planning 2023-2025
  - Remediation 2023-2026

Working with the National Trust where assets are vested with them

Roadshow coming soon to a ROC near you... our plans/stakeholder engagement re: golden pipeline plans for replacement/preservation/interpretation



# Around the grounds



- Merredin, Kellerberrin, Corrigin, Cunderdin, Wyalkatchem sewer relining activity- Mid March- Late July 2023
- Community Water Supplies Partnership Program- \$100,000 received to increase use of treated wastewater from Merredin Water Resource Recovery Facilities (WRRF)
- Kellerberrin WRRF reuse scheme upgrade- commissioning in September 2023
- Wyalkatchem WRRF reuse scheme upgrade- power due to site around May 2023, final commissioning in September 2023
- City of Kalgoorlie-Boulder community stormwater/recycled water shortage
  - WC capacity to deliver shortfall
- AA Dams
  - Water Corporation currently owns or manages a significant number of land parcels throughout the wheatbelt that contain small dams no longer required for drinking water supply purposes.
  - If Shires are interested in taking over dams in their district, the Water Corporation will perform the necessary paperwork and liaise with DPLH to effect the transfer of the land and assets.
  - Note: The SW Native Title Settlement process is causing delays with some reserve transfers. This settlement process may result in joint vestings for some reserves, although DPLH is trying to develop manageable solutions.
  - Contact Water Corporation's Property Portfolio Team (David Morgan – 9420 2640) for further detail.



Australian Government



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WESTERN AUSTRALIA

**BUILDING OUR FUTURE**

# **Main Roads Report Great Eastern Country Zone**

April 2023



**Current Works**

Road	Between	SLK Range	Activity	Main Roads Contact	Contractor	Contractor Contact
Great Eastern Hwy	Bodallin	311 - 327	Package 4b and 5 – scope below	Dileep Pokharel	Highway Construction	John Powell
<p>Works are due for completion in May 2024.</p> <ul style="list-style-type: none"> <li>• Widening and sealing 15 kilometres between Stephen Road and just west of Noongar South Road.</li> <li>• Realignment in Bodallin townsite.</li> <li>• Intersection upgrades at Penton Road, Ivey Road, Blyth Road, Bodallin South Road and Bodallin North Road.</li> <li>• A new two-kilometre passing lane eastbound, between Bodallin and Moorine Rock.</li> <li>• A new westbound rest area between Bodallin and Moorine Rock.</li> </ul>						
Great Eastern Hwy	Walgoolan Bridge	290.66 - 293.50	Bridge Replacement	Matt Baker / Bronwyn Roberts	Highway Construction	Michael Healy
	Moorine Rock Bridge	339.66 – 340.86	Bridge Widening			
<p>Walgoolan Bridge:</p> <ul style="list-style-type: none"> <li>• Eastern alignment sealed and traffic will transfer from the side track following Easter.</li> <li>• Works progressing on western alignment.</li> <li>• Structure commenced, foundations installed, pile caps constructed, some pre-cast elements in place on western side and some still in fabrication.</li> </ul> <p>Moorine Rock Bridge:</p> <ul style="list-style-type: none"> <li>• Works suspended and discussions continuing with ARC Infrastructure regarding access.</li> </ul> <p>All works are due for completion in December 2023.</p>						

## Future Works

### **Great Eastern Hwy - Walgoolan Southern Cross (SLK 290 – SLK 365.8)**

- Package 3, 6 and 8 – (widening, overlay and seal 37km) - design complete, Design/development for Covalent Lithium Intersection engaged, minor land and services relocation in progress, delivery scheduled in 23/24 onwards.

### **Great Eastern Hwy - Coates Gully Stage 2 Roadworks (SLK 56.3 – SLK 68)**

Realignment of Great Eastern Highway between El Caballo and Bakers Hill including eastbound and westbound passing lanes. Construction planned for in 23/24.

Work includes:

- Realignment, widening and overlay of the Coates Gully section from 56.91 to 67.4 SLK.
- Additional westbound and eastbound passing lanes.
- Intersection Improvements on GEH at Bodeguero Way, Wariin Road, Chedaring Road, Hawke Avenue, Inkpen Road, Coates Road and Oyston Road.
- Improvements to off road drainage and private property access.
- Removal and relocation of all rest areas/parking bays.

Design is complete. Environmental approvals and land acquisition are in progress. Funding confirmed.

**Great Eastern Highway – Avon Industrial Park Leeming Rd Intersection** – Road designs are at an early stage and may change. 85% design is finalised. There is currently no timing or funding for construction.

**Northam RTAA** – Revised preliminary design in progress. Land dealing is underway with Procon. Funding confirmed 2023/24 and 2024/25.

- Additional Parking Bays
- Lighting
- Additional Amenities
- Minor reconditioning of existing areas



# WEROC Inc. Board Meeting MINUTES

Wednesday 26 April 2023

Shire of Yilgarn Council Chambers  
23 Antares Street, Southern Cross

WEROC Inc. | Incorporating the Shires of Bruce Rock, Kellerberrin, Merredin, Tammin, Westonia and Yilgarn

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## CONTENTS

<b>1.</b>	<b>OPENING AND ANNOUNCEMENTS.....</b>	<b>3</b>
<b>2.</b>	<b>RECORD OF ATTENDANCE AND APOLOGIES.....</b>	<b>3</b>
2.1	Attendance.....	3
2.2	Apologies.....	3
2.3	Guests.....	3
<b>3.</b>	<b>DECLARATIONS OF INTEREST .....</b>	<b>4</b>
<b>4.</b>	<b>PRESENTATIONS .....</b>	<b>4</b>
4.1	Ms. Susan Hall, Chief Executive officer, Wheatbelt Development Commission 9.30am ..	4
4.2	Mr. Michael Hayden, Managing Director, Maarli Services, 10.20am .....	5
4.3	Mr. Nic Warren, Chief Executive Officer, Shire of Yilgarn .....	6
<b>5.</b>	<b>MINUTES OF MEETINGS .....</b>	<b>6</b>
5.1	Minutes of the WEROC Inc. Board Meeting held on Wednesday 22 February 2023 .....	6
5.2	Business Arising – Status Report as of 1 April 2023 .....	6
<b>6.</b>	<b>WEROC INC. FINANCE .....</b>	<b>7</b>
6.1	WEROC Inc. Financial Report as of 31 March 2023 .....	7
6.2	Income & Expenditure.....	9
<b>7.</b>	<b>MATTERS FOR DECISION .....</b>	<b>10</b>
7.1	Corella Management Coordinator.....	10
7.2	Partnership with Town Team Movement .....	13
7.3	Central Wheatbelt Visitors Centre Service Proposal .....	15
7.4	WEROC Regional Waste Coordinator .....	17
7.5	WEROC Inc. Budget 2022-23.....	19
7.6	Discussion and Decisions Arising from the Presentation by Ms. Susan Hall .....	21
7.7	Discussion and Decisions Arising from the Presentation by Mr. Michael Hayden .....	22
<b>8.</b>	<b>EMERGING ISSUES.....</b>	<b>23</b>
<b>9.</b>	<b>OTHER MATTERS (FOR NOTING) .....</b>	<b>23</b>
9.1	Wheatbelt Medical Student Immersion Program .....	23
9.2	Stronger Communities Programme – Round 8 .....	24
9.3	Co-Operative Marketing Activity .....	24
<b>10.</b>	<b>FUTURE MEETINGS .....</b>	<b>24</b>
<b>11.</b>	<b>CLOSURE .....</b>	<b>25</b>

# WEROC Inc.

## Wheatbelt East Regional Organisation of Councils Inc.

Shires of Bruce Rock, Kellerberrin, Merredin, Tammin, Westonia, Yilgarn

Minutes of the Board Meeting held in the Yilgarn Shire Council Chambers on Wednesday 26 April 2023.

# MINUTES

## 1. OPENING AND ANNOUNCEMENTS

As per Rule 19.5 of the WEROC Inc. Constitution “if neither the Chair nor the Deputy Chair is present, the meeting will elect a Chair of that meeting”. The Members present elected for Mr. Darren Mollenoyux to Chair the meeting.

Mr. Mollenoyux welcomed Members of the Board and opened the meeting at 9.35am.

## 2. RECORD OF ATTENDANCE AND APOLOGIES

### 2.1 Attendance

Ms. Emily Ryan (joined via video conference)

Ms. Glenice Batchelor

Mr. Tony Crooks

Mr. Wayne Della Bosca

Mr. Lindon Mellor, Proxy and voting delegate for Ms. Lisa Clack

Mr. Darren Mollenoyux

Mr. Bill Price

Ms. Joanne Soderlund

Mr. Nic Warren, Proxy and voting delegate for Mr. Bryan Close

Ms. Rebekah Burges, Executive Officer

### 2.2 Apologies

Ms. Lisa Clack

Mr. Mark Crees

Mr. Mark McKenzie

Mr. Raymond Griffiths

Mr. Bryan Close

### 2.3 Guests

Ms. Nerea Ugarte, Manager of Governance and Community Services, Shire of Bruce Rock

Dr. Karl O’Callaghan, Chief Executive Officer, Wheatbelt NRM (joined via videoconference at 11.05am)

Ms. Susan Hall, Chief Executive Officer, Wheatbelt Development Commission (joined via videoconference at 9.35am)

Mr. Michael Hayden, Managing Director, Maarli Services (joined the meeting at 10.20am)

### 3. DECLARATIONS OF INTEREST

As per Clause 42 of the Associations Incorporation Act 2015, “a member of the management committee of an incorporated association who has a material personal interest in a matter being considered at a management committee meeting must, as soon as the member becomes aware of the interest, disclose the nature and extent of the interest to the management committee”.

Name	Agenda Item / Initiative	Disclosure
Ms. Glenice Batchelor	Items relating to Wheatbelt Natural Resource Management and tourism/marketing initiatives.	Ms. Batchelor has previously declared a possible conflict of interest in relation to tourism discussions given that she operates a tourism business in the Shire of Tammin and in relation to the discussions regarding Wheatbelt NRM given her position as a Director on the Board of Perth NRM.

### 4. PRESENTATIONS

#### 4.1 Ms. Susan Hall, Chief Executive officer, Wheatbelt Development Commission 9.30am

At the WEROC Inc. Board Meeting held on 22 February 2023, it was requested that the Acting Chief Executive Officer of the Wheatbelt Development Commission be invited to present at the next meeting. Ms Susan Hall will join the meeting via videoconference and provide an update on current activities and priorities for the Commission.

#### Comments from the meeting:

- Ms. Susan Hall provided the following overview of current priorities and activities of the Wheatbelt Development Commission (WDC):
  - WDC understand that housing is a huge priority for all Local Government’s and have taken the lead across all Development Commissions in undertaking an evidence-based analysis of housing and land development constraints and providing potential solutions to State Government. Alex MacKenzie is leading this project and is in the process of gathering information from all Local Governments.
  - Infrastructure is a major focus for the Commission. They are continuing to support the strategic freight network and are advocating for strategic regional infrastructure requirements. The Commission is also assisting the Department of Planning with their regional infrastructure plan.
  - WDC are working with NEWROC on an Economic Development Plan.
  - WDC are playing a greater role in developing local content. The focus is on ensuring regional businesses are better able to access State Government tenders and contracts.
  - The \$100,000 Local Capability Fund – Wheatbelt Regional Round is currently open and closes on 11 May 2023. This program provides funding to businesses to help them enhance their capacity, capability, and competitiveness. Ms. Hall recommended that this opportunity be advertised to local businesses.
  - Childcare has been an area of focus for some time and quite a bit of work has already been undertaken in this space. The State Government is currently looking at this as a limiting factor to workforce participation.
  - The Southern Wheatbelt Drought Resilience Plan is currently being completed. WDC partnered with the Department of Primary Industries and Regional Development to support the delivery of the Plan across the area encompassing the Shires of Dumbleyung, Wagin, Lake Grace, Kulin, and Kondinin.
  - Round 6 of the Regional Economic Development Grants will be announced before the end of this financial year.

- Upcoming events for WDC include their 2023 budget breakfast on 12 May and the Wheatbelt Futures Forum on 3 May.
- Ms. Glenice Batchelor queried the Economic Development Plan WDC are assisting NEWROC in developing and asked if there is an opportunity for other ROC's to be supported in doing this work. Ms. Hall advised that if WEROC is looking to do something similar WDC would be willing to discuss what they can do to assist. Ms. Hall was not aware of the exact level of assistance being provided to NEWROC so would look into this and provide a response.
- Mr. Darren Mollenoyux questioned if the WDC were aware of and taking any action on the current delays with Western Power approving design applications (up to a 12-month wait). Ms. Hall advised that she was not aware of the issue but would take the question on notice and come back with a response.
- Ms. Batchelor commented on the Southern Wheatbelt Drought Resilience Plan which seemingly has an impact on the Foundation for Rural and Regional Renewal's (FRRR) community impact program funding in parts of the Wheatbelt outside of the Plan's focus area. Ms. Batchelor also noted that the new regions created by FRRR for this program are confusing and don't necessarily make sense.

Ms. Hall left the meeting at 9.56am and did not return.

#### **4.2 Mr. Michael Hayden, Managing Director, Maarli Services, 10.20am**

Mr. Michael Hayden, Managing Director, Maarli Services, advised via email on Monday 23 January 2023 that Maarli Services was successful in its application to deliver the Eastern Wheatbelt Ranger Program over a two-year period. This will enable Maarli Services to have a small team of employees dedicated to maintaining the cultural and environmental land assets across the region. Mr. Hayden advised that he is looking to establish partnerships with each of the Local Governments that provided letters of support (including the Shires of Merredin, Bruce Rock, Kellerberrin, Westonia and Yilgarn) and hoped to explore regional collaboration opportunities.

Mr. Hayden will join the meeting to provide an overview of the Eastern Wheatbelt Aboriginal Ranger Service and discuss opportunities to work collectively with WEROC Shires.

#### **Comments from the meeting:**

- Mr. Hayden presented an overview of Maarli Services, a summary of which is provided below:
  - Maarli Services was established in 2016.
  - It is a for profit organisation based out of Merredin, predominantly delivering civil construction services.
  - Maarli are branching out into environmental/cultural services which is where the Eastern Wheatbelt Ranger program fits in.
  - Maarli secured \$740,000 over a two-year period from the State Government's Aboriginal Ranger Program which is administered by the Parks and Wildlife Service of the Department of Biodiversity, Conservation and Attractions.
  - Through this program Maarli will be responsible for the maintenance of land assets across 11 Shires.
  - For each of the 11 Shires Maarli have selected two-to-three reserves, which they will focus on. Generally, the larger reserves, that attract a high volume of visitors, and those with a strong cultural connection have been chosen.
  - Next steps for Maarli include developing agreements with stakeholders (including Local Governments) and continuing to grow and develop the ranger program.
- Ms. Glenice Batchelor queried how Maarli work in with other ranger programs including the one run by Wheatbelt NRM. Mr. Hayden advised that they currently do not work in with any of the other providers, but he is meeting with the CEO of Wheatbelt NRM in the near future to discuss how this could be achieved.

- Mr. Wayne Della Bosca queried whether Maarli Services were involved in controlling vermin (i.e., Emu’s and Kangaroo’s) on reserves. Mr. Hayden advised that this is something that they have been involved in and are able to do on a fee for service basis.

Mr. Hayden left the meeting at 11.05am and did not return.

### 4.3 Mr. Nic Warren, Chief Executive Officer, Shire of Yilgarn

Mr. Nic Warren as the host Council CEO provided a brief presentation on current projects and initiatives of the Shire of Yilgarn:

- The Shire have completed a brand re-design, which generated a new logo and colour scheme focusing on the constellation theme.
- They have also established a new visit Yilgarn website and are working toward a self-guided interactive walking tour of the townsite and the design of new entry statements.
- The Shire have completed Constellation Park, which included a new skate park, shade shelter with BBQ’s and seating, and a playground.
- In 2022 a POX Eclipse event was held at the motor cross track. It was a “waste lander” style event that attracted 300 attendees and will be happening again this year.
- The Shire is receiving an EV charging station as part of the State Government EV Highway. It will be located at Emu Park.
- Current projects include satellite playground upgrades, a major sports complex upgrade, Covalent Lithium upgrade and seal of 113km’s road, and Mineral Resources are completing a 37km road upgrade along Emu Fence Road South of the Great Eastern Highway.

## 5. MINUTES OF MEETINGS

### 5.1 Minutes of the WEROC Inc. Board Meeting held on Wednesday 22 February 2023

Minutes of the WEROC Inc. Board Meeting held in Kellerberrin on Wednesday 22 February 2023 have previously been circulated.

**Recommendation:**

That the Minutes of the WEROC Inc. Meeting held in Kellerberrin on Wednesday 22 February 2023 be confirmed as a true and correct record.

**RESOLUTION:**

**Moved:** Ms. Glenice Batchelor

**Seconded:** Mr. Tony Crooks

That the Minutes of the WEROC Inc. Meeting held in Kellerberrin on Wednesday 22 February 2023 be confirmed as a true and correct record.

**CARRIED**

### 5.2 Business Arising – Status Report as of 1 April 2023

Actions Arising from the WEROC Inc. Board Meeting held on 22 February 2023.

Agenda Item	Action(s)	Status
5.3 Business arising	Continue to monitor progress on Wheatbelt NRM’s proposal for a regional corella management coordinator and provide updates as any new information comes to light.	The Executive Officer met with the Wheatbelt NRM CEO on 28 March and on the same day emailed the Board with an outline of the discussion and a request for a financial contribution toward the corella management





At the WEROC Inc. Board Meeting held on 2 May 2022 the budget for the financial year commencing 1 July 2022 and ending 30 June 2023 was adopted. The approved Budget for 2022-23 is used as the basis for the financial report.

An explanation for each of the notations on the financial report is provided below.

<b>Note 1</b>	Annual Financial contributions paid by Member Local Governments.
<b>Note 2</b>	GST received
<b>Note 3</b>	GST refunds for Q4 BAS 2021-22 and Q2 BAS 2022-23
<b>Note 4</b>	Executive Officer services for the months of June to December 2022
<b>Note 5</b>	Executive Officer travel to Board and other meetings
<b>Note 6</b>	Monthly subscription fee for Xero accounting software
<b>Note 7</b>	Payment to Audit Partners Australia for completing the audit of WEROC finances for the 2021-22 financial year
<b>Note 8</b>	Payments to ASK Waste Management for the WEROC Strategic Waste Management Plan, the Customer Service Institute of Australia for the customer service excellence workshops, the Shire of Merredin for the Central Wheatbelt Visitor Centre mail out service and Australia's Golden Outback for cooperative marketing initiatives and the Perth Caravan and Camping show.
<b>Note 9</b>	Payment to PWD for .au domain name registration, 12-month hosting fee and compulsory safety upgrade
<b>Note 10</b>	Payments to Local Community Insurance Services for insurances for WEROC Inc. including workers compensation, Cyber insurance, Public and Products Liability, Associations and Officials Liability and Personal Accident – Volunteer Workers.
<b>Note 11</b>	GST paid
<b>Note 12</b>	Payment to the Australian Tax Office for Q1 BAS 2022-23

**WEROC Inc.**  
**ABN 28 416 957 824**  
**1 July 2022 to 30 June 2023**

		Budget 2022/2023	Actual to 31/03/2023	Notes
<b>INCOME</b>				
<b>0501</b>	<b>General Subscriptions</b>	\$72,000.00	\$72,000.00	<b>1</b>
<b>504.01</b>	<b>Consultancy &amp; Project Reserve</b>	\$0.00	\$0.00	
<b>0575</b>	<b>Interest received</b>	\$0.00	\$0.00	
<b>584</b>	<b>Other Income</b>	\$0.00	\$0.00	
	<b>GST Output Tax</b>	\$7,200.00	\$7,200.00	<b>2</b>
	<b>GST Refunds</b>	\$7,927.78	\$4,436.00	<b>3</b>
	<b>Total Receipts</b>	<b>\$87,127.78</b>	<b>\$83,636.00</b>	
<b>EXPENSES</b>				
<b>1545</b>	<b>Bank Fees &amp; Charges</b>	\$0.00	\$0.00	

1661.01	WEROC Inc. Executive Services	\$34,501.50	\$22,958.17	4
1661.02	Executive Officer Travel and Accommodation	\$1,560.00	\$631.99	5
1661.03	WEROC Executive Officer Recruitment	\$0.00	\$0.00	
1687	WEROC Financial Services Accounting	\$1,000.00	\$613.62	6
1687.03	WEROC Financial Services Audit	\$1,000.00	\$931.00	7
1585	WEROC Consultant Expenses	\$60,000.00	\$16,056.10	8
1850	WEROC Management of WEROC App & Website	\$360.00	\$680.00	9
1801	WEROC Meeting Expenses	\$500.00	\$0.00	
1851	WEROC Insurance	\$6,000.00	\$5,938.52	10
1852	WEROC Legal Expenses	\$2,000.00	\$0.00	
1853	WEROC Incorporation Expenses	\$0.00	\$0.00	
1930	WEROC Sundry	\$300.00	\$0.00	
3384	GST Input Tax	\$10,722.15	\$4,476.68	11
	ATO Payments	\$3,668.70	\$5,399.00	12
<b>Total Payments</b>		<b>\$121,612.35</b>	<b>\$57,685.08</b>	
<b>Net Position</b>		<b>-\$34,484.57</b>	<b>\$25,950.92</b>	
<b>OPENING CASH 1 July</b>		<b>\$168,194.70</b>	<b>\$164,322.88</b>	
<b>CASH BALANCE</b>		<b>\$133,710.13</b>	<b>\$190,273.80</b>	

**Recommendation:**

That the WEROC Inc. financial report for the period 1 February 2023 to 31 March 2023, be received.

**RESOLUTION:**

**Moved:** Ms. Glenice Batchelor

**Seconded:** Mr. Bill Price

That the WEROC Inc. financial report for the period 1 February 2023 to 31 March 2023, be received.

**CARRIED**

**6.2 Income & Expenditure**

**Author:** Rebekah Burges, Executive Officer

**Disclosure of Interest:** No interest to disclose.

**Date:** 1 April 2023

**Attachments:** Nil

**Voting Requirement:** Simple Majority

A summary of income and expenditure for the period 1 February 2023 to 31 March 2023 is provided below.

Date	Description	Credit	Debit	Running Balance
Opening Balance		<b>203,906.50</b>		
01 Feb 2023	Payment: 150 Square Pty Ltd	0.00	2,662.50	201,244.00
06 Feb 2023	Payment: 150 Square Pty Ltd	0.00	2,731.50	198,512.50
10 Feb 2023	Payment: Shire of Merredin	0.00	1,325.00	197,187.50

09 Mar 2023	Payment: 150 Square Pty Ltd	0.00	3,193.50	193,994.00
31 Mar 2023	Payment: Australia's Golden Outback	0.00	420.20	193,573.80
31 Mar 2023	Payment: Australia's Golden Outback	0.00	3,300.00	190,273.80
<b>TOTAL</b>		<b>0.00</b>	<b>13,632.70</b>	<b>190,273.80</b>
Closing Balance			<b>190,273.80</b>	

**Recommendation:**

That the WEROC Inc. summary of income and expenditure for the period 1 February 2023 to 31 March 2023 be received.

That the Accounts Paid by WEROC Inc. for the period 1 February 2023 to 31 March 2023 totalling \$13,632.70 be approved.

**RESOLUTION:**

**Moved:** Mr. Wayne Della Bosca

**Seconded:** Ms. Joanne Soderlund

That the WEROC Inc. summary of income and expenditure for the period 1 February 2023 to 31 March 2023 be received.

That the Accounts Paid by WEROC Inc. for the period 1 February 2023 to 31 March 2023 totalling \$13,632.70 be approved.

**CARRIED**

**7. MATTERS FOR DECISION**

**7.1 Corella Management Coordinator**

- Disclosure of Interest:** As per Agenda item 3.
- Date:** 1 April 2023
- Attachments:** Nil
- Consultation:** NA
- Financial Implications:** \$25,000 per annum for a three-year period
- Voting Requirement:** Simple Majority

**Background:**

At the WEROC Inc. Board Meeting held in Tammin on 5 September 2022, Dr. Karl O’Callaghan, Chief Executive Officer of Wheatbelt NRM presented a proposal for a Corella Management Coordinator. Key points of the presentation are summarised below:

- Wheatbelt NRM with assistance from Edith Cowan University completed a research report on behalf of AROC, to understand the breadth of the corella issue in the Wheatbelt.
- The key recommendation of the report was to create a coordinator position for the Wheatbelt, that would be responsible for identifying and trialling local solutions to manage the corellas. The primary customers for the coordinator position will be Local Government and CBH.
- Wheatbelt NRM are proposing that the position be co-funded by Wheatbelt Local Governments and CBH.
- Wheatbelt NRM had met with CBH, who indicated that they need time to deliberate on the amount of funding they can commit but are, in general, supportive of the proposal.

- Wheatbelt NRM requested that individual Local Governments or ROCs signal their intent to support the proposal now and once they receive a response from CBH regarding their contribution, they will advise the cost to participate.

In response to Dr. O’Callaghan’s presentation the Board resolved as follows:

*RESOLUTION: Moved: Ms. Glenice Batchelor Seconded: Mr. Raymond Griffiths*

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*That WEROC Inc. are supportive of the proposal for a Corella Coordinator and will decide on any financial contribution toward the coordinator position upon further advice from Wheatbelt NRM.*

*CARRIED*

**Executive Officer Comment:**

On Tuesday 28 March 2023, the Executive Officer met with Dr. O’Callaghan to get an update on the Corella Management Coordinator proposal. Dr. O’Callaghan advised that Wheatbelt NRM have secured a commitment of \$50,000 per annum each from CBH and AROC for a three-year period and requested that WEROC consider matching this financial contribution.

Dr. O’Callaghan indicated that there is no formal agreement or scope of works for the coordinator position at this point in time as they need to understand what level of resource, they will have available to them before entering into any negotiations with the partner organisations. If WEROC were to agree to a \$50,000 per annum contribution, it was suggested that we may like to adopt the approach AROC has taken which is to split the contribution, with \$25,000 coming from the the collective funds of the of the group and the remainder being an individual Shire contribution of \$4,167 each per annum.

The Executive Officer provided the abovementioned information via email on 28 March and requested that Board Members respond with some initial thoughts prior to the next WEROC meeting. The following responses were received:

- Mr. Raymond Griffiths – Believes that Kellerberrin would support this proposal. In the previous two weeks they lost four sets of lights at the hockey oval due to the Corella’s so the requested allocation of money is less than what it would cost for them to rectify the damage caused by the birds.
- Mr. Darren Mollenoyux – The Shire of Bruce Rock have sustained damage to oval lighting infrastructure and playing surfaces in January. Will take to Council meeting on 20 April for consideration however believe that Council will be supportive as the concept has previously been discussed in a Councillor Information Session held in March.
- Ms. Lisa Clack – Briefly discussed the proposal at the Council meeting on 28 March. Generally, Merredin are supportive and look forward to understanding more on the scope of the role.
- Mr. Bill Price – Currently Westonia do not have a problem with Corella’s but acknowledge that the numbers are building in surrounding towns and causing havoc. Will need to take to the next Council meeting for a decision.
- Ms. Glenice Batchelor – Believes the initiative deserves support subject to Council approval. Would like to be assured that:
  - DPIRD have been approached and asked to contribute to their statutory responsibility to manage pests.
  - DBCA will contribute/support their obligations on state reserves.
  - WALGA has been approached and asked to provide support.
  - Other Wheatbelt ROC’s will be included.
  - RBGs will be involved.
  - The Shire of Cunderdin will be approached to contribute.

- State NRM funding is being applied for.
- Consideration will be given to one of the Shire's hosting the position to maximise control activities.
- A breakdown of actual on-ground control activities versus coordination be provided.
- Ms. Joanne Soderlund – Queried whether NRM could provide an indication of what component/percentage of the role they foresee will be actual on the ground mitigation efforts.

The Executive Officer has forwarded the various queries on to Dr. O'Callaghan, and he will join the meeting via videoconference at 10.30am to provide a response to these and any other questions the Board may have.

**Recommendation:**

That the Board consider the request for a \$50,000 per annum contribution toward a Corella Management Coordinator for a three-year period commencing 1 July 2023, comprised of \$25,000 allocated from the WEROC consultancy budget and an individual Shire contribution of \$4,167 each per annum.

**Comments from the meeting:**

- Dr. Karl O'Callaghan joined the meeting via videoconference at 11.05am and addressed the queries sent through prior to the meeting:
  - In relation to a contribution from the Department of Primary Industries and Regional Development (DPIRD) Dr. O'Callaghan advised that he is on the Pest, Parrot and Cockatoo Strategy steering group and the consultants preparing the report are due to have it completed by the end of June 2023. The fact that DPIRD have initiated this project indicates that they are interested in the problem but there is no financial commitment from them at this stage to fund a coordinator. Any financial commitment from DPIRD is unlikely to occur in the next 12 months.
  - The Department of Biodiversity, Conservation and Attractions have not shown much interest in being involved in the pest management discussion.
  - In terms of who will host the coordinator position, this is not of great concern to Wheatbelt NRM, and they are open to suggestions on this aspect.
  - If WEROC are happy to commit, someone can be engaged relatively quickly (i.e., by the end of June 2023).
- Ms. Joanne Soderlund queried if the coordinator position would be primarily a desk-based role or if they would be on the ground implementing solutions. Dr. O'Callaghan advised that a major component of the role would be consultation with community and Local Government so he would expect that the person would be out on the road a lot. Some of the control measures (e.g., baiting) need to be licensed so the coordinator would be responsible for working through the bureaucracy to get the necessary approvals. Contractors would be engaged to implement the control measures identified; this would not be the role of the coordinator.
- Ms. Glenice Batchelor queried whether there would be a steering committee appointed to oversee the development of a framework/scope for the coordinator position. Dr. O'Callaghan advised that they were not at this stage yet but was open to suggestions on how this might work.

Dr. O'Callaghan left the meeting at 11.20am and did not return.

After Dr. O'Callaghan left the meeting, the Chair asked each Shire to provide their thoughts on the proposal:

- Mr. Bill Price advised that the Shire of Westonia support WEROC making a financial contribution but are not willing to make an individual contribution due to Westonia not having an issue with Corella's and being unlikely to in the future given that they do not have a grain facility.
- Mr. Wayne Della Bosca advised that the Shire of Yilgarn don't currently have an issue with Corella's but understand that they move, so are supportive of the proposal but would need to see some definite results to continue making a contribution after the initial trial.

- Ms. Glenice Batchelor advised that the proposal is likely to be supported by the Shire of Tammin because they are aware that if they do not act, they will have a problem. Ms. Batchelor suggested that WEROC would need to have really good input into how the program is managed for it to be effective in our area.
- Mr. Tony Crooks advised that the Shire of Bruce Rock are supportive of the proposal and believe that WEROC is the right avenue to address the issue.
- Mr. Lindon Mellor advised that the Shire of Merredin is supportive as they have a massive problem with Corella's.
- Ms. Emily Ryan advised that whilst the proposal has not been taken to the Kellerberrin Shire Council, she feels that they would be supportive.
- Discussion ensued over the individual Shire contribution, given that in addition to the annual financial outlay, Shire's would be required to fund the control activities. It was suggested that the group agree to the \$25,000 contribution from WEROC, and the Shire contribution be funding on the ground control activities.

**RESOLUTION:**

**Moved:** Ms. Glenice Batchelor

**Seconded:** Mr. Wayne Della Bosca

That:

- 1) WEROC commit \$25,000 per annum toward the Corella Coordination position for a three-year period.
- 2) Individual Shire contributions will be in-kind pest control activities; and
- 3) Wheatbelt NRM be requested to negotiate separately with individual Shires on any additional contributions.

**CARRIED**

## **7.2 Partnership with Town Team Movement**

**Disclosure of Interest:** No interest to disclose.

**Date:** 1 April 2023

**Attachments:** *Attachment 1: Draft Contract with Town Team Builder*

**Consultation:** Mr. Jimmy Murphy, Co-Founder Town Team Movement

**Financial Implications:** Up to \$22,000 in the 2023-24 financial year

**Voting Requirement:** Simple Majority

### **Background:**

At the WEROC Inc. Board meeting held in Kellerberrin on 22 February 2023, Town Team Movement co-founder Mr. Jimmy Murphy and Wheatbelt Town Team Builder Ms. Alyce Ventris, were scheduled to present. Due to the meeting finishing earlier than anticipated the Town Teams representatives did not arrive in time to give their presentation. The Executive Officer and Mr. Raymond Griffiths met with Mr. Murphy and Ms. Ventris separately to discuss their proposal for a partnership with WEROC.

On 23 February, the Executive Officer emailed Board Members a summary of the discussion held with Town Teams and outlining their proposal for WEROC to commit \$15,000 per annum to engage the Wheatbelt Town Team Builder one day per week commencing 1 July 2023 and, unless renewed, concluding on 30 June 2024. The following email responses were received:

- Mr. Darren Mollenoyux – Shire of Bruce Rock supportive
- Mr. Raymond Griffiths & Ms. Emily Ryan – Shire of Kellerberrin supportive
- Mr. Bill Price – Shire of Westonia supportive
- Ms. Lisa Clack – Shire of Merredin supportive

- Ms. Joanne Soderlund – Shire of Tammin supportive

Given that this represented a majority of Member Shires the Executive Officer advised Town Teams of the decision to proceed with a one-year partnership between WEROC and Town Teams.

To note, Ms. Ventris advised that in addition to the \$15,000 per annum for her time, WEROC could expect to pay an additional \$2,000 for her travel and accommodation expenses and up to \$5,000 toward Town Team events organised in the WEROC area.

**Executive Officer Comment:**

Subsequent to the decision made via email, to proceed with a Town Teams partnership, the Executive Officer met with Mr. Murphy and Ms. Ventris to discuss the best way to proceed. Mr. Murphy suggested that a direct contract arrangement with Ms. Ventris, as per the NEWROC model would be the ideal manner to formalise the partnership. A contract was drafted and sent to Members via email on 13 March 2023, for comment. Contained within the contract are the key deliverables expected of Ms. Ventris in return for WEROC’s investment:

Key Accountabilities	Activities	Key Performance Indicators
<p>1 <b>Support existing town teams.</b></p>	<ul style="list-style-type: none"> <li>• Inspire and support established town teams and local government leaders to identify placemaking and activation opportunities.</li> <li>• Build rapport and relationships with the leaders of the town teams.</li> <li>• Provide support and guidance to leaders of town teams to improve their confidence and skills in placemaking and activation.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular communication with the WEROC Board.</li> <li>• Number of Town Teams in the WEROC area increases.</li> <li>• Delivery and evaluation of one ‘do-over’ event per annum.</li> </ul>
<p>2 <b>Establish new town teams in WEROC communities.</b></p>	<ul style="list-style-type: none"> <li>• Identify opportunities to align the work of existing groups including Community Resource Centres and Progress Associations with the Town Team model.</li> <li>• Establish new town teams in WEROC communities where they do not already exist.</li> <li>• Provide the support and guidance required to establish an effective town team.</li> </ul>	
<p>3 <b>Deliver town team projects and events in WEROC communities</b></p>	<ul style="list-style-type: none"> <li>• Planning, delivery, and evaluation of town team events in WEROC communities.</li> <li>• Facilitation of one ‘do-over’ event in the WEROC region per annum.</li> <li>• Connect town teams, governments, community groups and other civic leaders with each other to achieve better community outcomes.</li> <li>• Actively seek out additional funding opportunities to support events and projects. This includes applying for and acquitting grants as required.</li> </ul>	



4	<b>Communication and reporting</b>	<ul style="list-style-type: none"> <li>• Provide a written report for each WEROC Board Meeting (five per annum) detailing activities undertaken and progress toward achievement of key accountabilities.</li> <li>• Attend WEROC Board meetings as requested.</li> <li>• Work with WEROC Local Governments to educate communities about community-led placemaking and support local action.</li> </ul>	
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Responses to the email of 13 March were received from the Shires of Kellerberrin, Westonia, Bruce Rock, Yilgarn and Tammin advising that there were no issues or changes required to the contract wording. Ms. Glenice Batchelor did however respond and advise that while supportive of the Town Teams idea, the preference would have been for a collaborative tourism venture coordinator proposal to go forward.

**Recommendation:**

That:

- 1) The decision made via email to enter into a partnership with the Town Team Movement for a one-year term, at a cost of \$15,000 be ratified.
- 2) The draft contract between WEROC and Wheatbelt Town Team Builder, Ms. Alyce Ventris, be endorsed.

**Comments from the meeting:**

- Members agreed to the \$15,000 partnership with the Town Team Movement, but the other costs noted (i.e., \$2,000 toward travel/accommodation and \$5,000 toward events) were of concern. It was suggested that these items should be provided in-kind rather than as a cash contribution.
- Ms. Joanne Soderlund queried the status of the Mental Health Commission partnership that was raised as an opportunity for WEROC in the initial approach from Town Teams. The Executive Officer will follow this up.

**RESOLUTION:**

**Moved:** Mr. Bill Price

**Seconded:** Ms. Emily Ryan

That:

- 1) The decision made via email to enter into a partnership with the Town Team Movement for a one-year term, at a cost of \$15,000 be ratified.
- 2) The draft contract between WEROC and Wheatbelt Town Team Builder, Ms. Alyce Ventris, be endorsed.

**CARRIED**

**7.3 Central Wheatbelt Visitors Centre Service Proposal**

**Author:** Rebekah Burges, Executive Officer

**Disclosure of Interest:** As noted in Agenda item 3.

**Date:** 1 April 2023

**Attachments:** *Attachment 2: WEROC Tourism Proposal (Commercial in Confidence)*  
*Attachment 3: Wheatbelt-AGO Tourism Destination Development Concept*

**Consultation:** Wheatbelt Tourism Working Group  
 Mr. Marcus Falconer, CEO, Australia’s Golden Outback

**Financial Implications:** Unknown

**Voting Requirement:** Simple Majority

**Background:**

At the WEROC Inc. Board meeting held on 22 February 2023 the Shire of Merredin presented the WEROC Tourism Proposal. The matter was briefly discussed but decisions were deferred to allow more time for the Shire's to consider the recommendations. It was requested that prior to the next meeting the Executive Officer conduct further investigation to aid the discussions including making an approach to Australia's Golden Outback to see what a destination development officer position would entail and cost and having an initial discussion with the NEW Travel Executive Officer about the possibility of WEROC joining the Wheatbelt Way.

Following to the meeting, the Executive Officer received advice from the Shire of Kellerberrin that the proposal had been discussed with their Council and they resolved as follows:

*MIN 021/23 MOTION - Moved Cr. Leake*

*Seconded Cr. Reid*

*That Council decline all options provided by the Shire of Merredin and request if there is the option to enhance the capacity/scope of the Central Wheatbelt Visitors Centre to take up the tourism capacity requirements of WEROC.*

*CARRIED 6/0*

The Executive Officer also notes that the matter was raised with the Shire of Bruce Rock Council who resolved as follows:

*Resolution OCM Mar 23 – 11.1.2 Moved: Cr Rajagopalan Seconded: Cr Kilminster*

*That Council does not support the proposal put forward for the collaboration and direction proposed as it is not in line with the original direction of WEROC and does not believe the preferred option would provide effective benefit to Bruce Rock due to our location.*

Ms. Joanne Soderlund advised via email that the Shire of Tammin is supportive of the recommendation to investigate joining the Wheatbelt Way.

**Executive Officer Comment:**

On 27 February 2023, the Executive Officer emailed Australia's Golden Outback (AGO) CEO, Mr. Marcus Falconer, requesting a proposal for a locally based destination development officer, which had previously been discussed between the two parties. On 3 March Mr. Falconer responded and advised that since the last discussion, AGO had started developing an agritourism strategy for the region and a major focus of their resources and efforts to facilitate destination development in the Wheatbelt from July 2023 will be the implementation of that strategy. They are therefore not in a position to assist WEROC with resourcing at this time, however Mr. Falconer expressed an interest in reviewing the Shire of Merredin Tourism Proposal to see if there is any way that AGO could support WEROC's aims.

A meeting was held between Ms. Chloe Townsend, Deputy CEO at the Shire of Merredin, the WEROC Executive Officer and Mr. Falconer on 4 April 2023. Mr. Falconer indicated that he was supportive of the Shire of Merredin's recommendation to join the established Wheatbelt Way brand and saw an obvious "loop" to the trail that would incorporate the WEROC Shires. Mr. Falconer also advised that he had revisited the WEROC Tourism audit and felt that many of the recommendations could be applied more broadly to other parts of the region. He felt that of the priorities identified in the audit the short-term focus should be on the recommendations to make caravan and camping sites (both free and commercial) online bookable, getting all trails listed on Trails WA and on developing a regional caravan and camping strategy.

In addition to the discussion with AGO, the Executive Officer has participated in two meetings of the Wheatbelt Tourism Working Group, which consists of representatives from WEROC, ROE Tourism, NEW Travel, NEWROC, AGO and the Wheatbelt Business Network. This group has convened to discuss potential collaborative action and to develop a concept for destination development that meets the needs of all parties. A copy of the concept in its formative stages, is provided as an attachment. The Executive Officer has also notified NEW

Travel, of the recommendation in the Shire of Merredin's proposal for WEROC Shires to join the Wheatbelt Way. The NEW Travel Executive have met to consider this proposition and will provide a response before 26 April to assist with our discussions.

**Recommendation:**

That the information as presented in the agenda, and to be provided at the meeting, be discussed and next steps agreed.

**Comments from the meeting:**

- The Executive Officer provided an overview of the developments that have taken place since the last meeting and raised several questions relating to the proposal.
- Given that the Shire of Merredin CEO, Ms. Lisa Clack was not present to respond to the queries and her Proxy for this meeting, Mr. Lindon Mellor, was not familiar with the content, the item was deferred for discussion at the next meeting.
- The Executive Officer will email Mr. Mellor with the queries arising and report back to the Board once a response is received.

No formal motion was passed.

#### **7.4 WEROC Regional Waste Coordinator**

<b>Author:</b>	Rebekah Burges, Executive Officer
<b>Disclosure of Interest:</b>	No interest to disclose.
<b>Date:</b>	1 April 2023
<b>Attachments:</b>	<i>Attachment 4: WEROC Waste Management Options Paper</i>
<b>Consultation:</b>	Nil
<b>Financial Implications:</b>	To be determined.
<b>Voting Requirement:</b>	Simple Majority

**Background:**

At the WEROC Inc. Board meeting held on 22 February 2023, Mr. Daniel Hay-Hendry, Manager Projects & Assets at the Shire of Merredin provided an overview of the WEROC Waste Management Options Paper. The matter was briefly discussed but decisions were deferred to allow more time for the Shire's to consider the recommendations.

**Executive Officer Comment:**

Following the meeting, the Executive Officer received advice from Ms. Joanne Soderlund that the Shire of Tammin are supportive of the interim recommendations as a starting point to progress the Strategic Waste Management Plan.

The Shire of Bruce Rock discussed the options paper and resolved as follows:

*Moved: Cr Rajagopalan Seconded: Cr Kilminster*

*Supports the proposal from Shire of Merredin and options to progress the Regional Waste Strategy, however confirming that whilst Bruce Rock requests to participate it will not be requiring access to the regional site for at least 12 years, with funding models for this to be further considered.*

The Shire of Kellerberrin also discussed the proposal and resolved as follows:

*MIN 020/23 MOTION - Moved Cr. Gardiner*

*Seconded Cr. Ryan*

*That Council support the following Interim, Short-term and Medium term solutions for Regional Waste within WEROC Councils;*

*Interim Recommendations are that WEROC:*

1. *Endorse the WEROC Strategic Waste Management Plan, subject to:*
  - (a) *Noting the inaccuracies in the waste generation data presented; and,*
  - (b) *Accepting the proposed amendments to the implementation of the priorities outlined within the WEROC Waste Management Option Paper submitted by the Shire of Merredin (this report).*
2. *Endorse the WEROC Landfill Consolidation – Scenario Assessment Report and endorse Option 2: implementation of two regional landfills located at Merredin and Southern Cross, subject to;*
  - (a) *Accepting the proposed amendments to the implementation of the priorities outlined within the WEROC Waste Management Option Paper submitted by the Shire of Merredin (this report); and*
  - (b) *Note that with the change to a gate-fee model, each WEROC member Council will be responsible for the cost associated with the implementation of the priorities associated with their own waste management operations and sites.*
3. *Shires of Merredin and Yilgarn develop an interim gate fee to allow the disposal of municipal waste from WEROC member Councils with waste disposal capacity issues by April 2023.*
4. *Commence discussions with Avon Waste regarding interim operational options, including a review of kerbside collection days within the WEROC region to enable the efficient servicing of WEROC member Councils and disposal at one of the proposed regional landfill sites (April 23) to align with budget and fees and charges.*

*Short-term Recommendations are that WEROC:*

1. *Implement actions 2 to 9 inclusive of Appendix 1 – Gantt Chart Proposed Revised Order of Works; and Notes that;*
  - a. *The funding model for the Regional Waste Coordinator and relevant gate-fee will be developed during this phase of works, and will need to be agreed by the WEROC Councils prior to the implementation of any required capital works.*
  - b. *Some Councils may progress Action 10, should they have internal capability to do so; and*
  - c. *The Shires of Merredin and Yilgarn will be required to complete the short-term priority actions in advance of the other WEROC member Councils to enable the transition to two regional landfill sites.*

*Medium-term Recommendations are that WEROC:*

1. *Implement actions 10-19 inclusive of Appendix 1 – Gantt Chart Proposed Revised Order of Works; and*
2. *Notes;*
  - a. *The employment of the Regional Waste Coordinator should be progressed prior to the commencement of these actions.*
  - b. *The Regional Waste Coordinator will review and update the SWMP and associated implementation plan for the review and endorsement of WEROC during this stage.*

CARRIED 6/0

**Recommendation:**

That the Board discuss the Shire of Merredin proposal and agree on next steps.

**Comments from the meeting:**

- The Chair asked each Shire to provide feedback on the Shire of Merredin’s proposal. A summary of the responses is provided below:
  - The Shire of Yilgarn know what they need to do and have their own separate set of actions to proceed with. They are happy to bypass the engagement of a regional waste coordinator until the priority actions have been implemented and the role becomes a matter of data collection and community engagement.
  - The Shire of Westonia is happy with the recommendations and will work closely with the Shire of Yilgarn in the transition of their waste facility to a transfer station.
  - The Shire of Tammin is happy to support the recommendations.
  - The Shire of Bruce Rock believes the Shire of Merredin have produced a very thorough document and are happy to support the recommendations.
  - As per the Council resolution noted in the Agenda, the Shire of Kellerberrin is supportive of the recommendations.

**RESOLUTION:**

**Moved:** Mr. Tony Crooks

**Seconded:** Ms. Emily Ryan

That the WEROC Inc. Board adopt the interim, short-term, and medium-term recommendations as outlined in the Shire of Merredin’s, WEROC Waste Management Options Report.

**CARRIED**

**7.5 WEROC Inc. Budget 2022-23**

The WEROC Inc. Constitution states that:

*17.3 The Board will prepare and approve the annual budget at least 1 month before the end of the financial year.*

As the next scheduled meeting of the WEROC Inc. Board is in late June, to adhere to the rules of our Association, a draft budget for WEROC Inc. for the financial year commencing 1 July 2023 and ending 30 June 2024 has been prepared and is presented for the Board’s consideration.

The proposed budget assumes that the \$12,000 (Ex. GST) annual subscription per Member Council will remain consistent with previous years. On the matter of subscriptions, the WEROC Inc. Constitution does not specify the amount of the annual subscription rather it states:

*10.1 Annual Subscriptions: Members are not required to pay a membership fee or annual subscription but may be required to pay an annual financial contribution as determined by the Association with such contributions to be in equal shares.*

Under the proposed budget, it is anticipated that WEROC Inc. will have a cash balance of \$144, 229.39 on 30 June 2024.

**BUDGET NOTES**

**Income**

- A. The draft budget assumes that the annual subscription amount will be retained at \$12,000 (Ex. GST) per Member Council.
- B. The Consultancy and Project Reserve is now incorporated into the General Subscription.
- C. The Westpac Community Solution One Account no longer pays interest.
- D. GST on General Subscriptions.
- E. GST refunds have been calculated based on estimates of GST Input and Output Tax for each quarter.

**Expenditure**

1. The Westpac Community Solution One Account does not incur any fees and therefore no fees have been budgeted for.
2. Proposed budget is based on the Executive Officer’s contracted hours (550) and rate of pay (\$62.73 Ex. GST).
3. Budget based on anticipated travel for the Executive Officer to attend five Board Meetings at the contracted rate of 0.68c (Ex. GST) per km.
4. Current contract expires on 1 March 2024 therefore a provision has been made for recruitment of an Executive Officer.
5. The proposed budget for Financial Services includes the monthly subscription fee for Xero accounting software (\$68.18 Ex. GST) and a small allocation for any miscellaneous financial assistance required from an Accountant.
6. The financial services audit allocation is based on the accepted quote of Audit Partners Australia for \$950+GST and an allowance for disbursements.
7. This allocation enables WEROC Inc. to engage consultants and to undertake special projects. Co-operative marketing initiatives are also allocated to this budget line item. The budgeted amount includes \$7,000 for marketing (actual spend in 2022-23 was \$6,136), \$22,000 for Town Teams (\$15,000 for wages, \$2,000 for travel and \$5,000 for events) and \$25,000 for the co-contribution toward the Corella Management Coordinator. The remaining allocation is an allowance for new projects.
8. The allocation for the management of the WEROC Inc. website is based on the Code Research Australia hosting fee of \$35 (Ex. GST) per month. The hosting fee is currently paid up until October 2023. The WEROC domain name was renewed in March 2022 and is paid up until 8 June 2025.
9. Host Council’s will generally cover all meeting expenses. A small allocation is provided for any unforeseen meeting costs.
10. The proposed budget allocation for insurance is based on previous years quote from Local Community Insurance, with an allowance for premium increases for the following forms of insurance cover:
  - Public & Products Liability
  - Associations and Officials Liability
  - Workers Compensation
  - Personal Accident – Volunteers
  - Cyber Insurance
11. A small allocation is made for legal expenses to cover any eventuality.
12. A small allocation is made for any miscellaneous items.
13. GST Input Tax is calculated on budgeted expenditure items subject to GST.
14. ATO payments have been calculated based on estimates of GST Input and Output Tax for each quarter.

**WEROC Inc.**  
**ABN 28 416 957 824**  
**DRAFT BUDGET 2023-2024**

		Budget 2022/2023	Actual to 31/03/2023	Estimated Income/Exp enditure to 30 June	Proposed Budget 2023-2024	Notes
	<b>INCOME</b>					
<b>0501</b>	<b>General Subscriptions</b>	\$72,000.00	\$72,000.00	\$72,000.00	\$72,000.00	A
<b>504.01</b>	<b>Consultancy &amp; Project Reserve</b>	\$0.00	\$0.00	\$0.00	\$0.00	B
<b>0575</b>	<b>Interest received</b>	\$0.00	\$0.00	\$0.00	\$0.00	C

584	Other Income	\$0.00	\$0.00	\$0.00	\$0.00	
	GST Output Tax	\$7,200.00	\$7,200.00	\$7,200.00	\$7,200.00	D
	GST Refunds	\$7,927.78	\$4,436.00	\$5,713.00	\$5,083.15	E
	<b>Total Receipts</b>	<b>\$87,127.78</b>	<b>\$83,636.00</b>	<b>\$84,913.00</b>	<b>\$84,283.15</b>	
	<b>EXPENSES</b>					
1545	Bank Fees & Charges	\$0.00	\$0.00	\$0.00	\$0.00	1
1661.01	WEROC Inc. Executive Services	\$34,501.50	\$22,958.17	\$31,808.38	\$34,500.00	2
1661.02	Executive Officer Travel and Accommodation	\$1,560.00	\$631.99	\$971.99	\$1,000.00	3
1661.03	WEROC Executive Officer Recruitment	\$0.00	\$0.00	\$0.00	\$1,000.00	4
1687	WEROC Financial Services Accounting	\$1,000.00	\$613.62	\$818.16	\$1,000.00	5
1687.03	WEROC Financial Services Audit	\$1,000.00	\$931.00	\$931.00	\$1,050.00	6
1585	WEROC Consultant Expenses	\$60,000.00	\$16,056.10	\$16,056.10	\$60,000.00	7
1850	Management of WEROC Website	\$360.00	\$680.00	\$680.00	\$420.00	8
1801	WEROC Meeting Expenses	\$500.00	\$0.00	\$0.00	\$500.00	9
1851	WEROC Insurance	\$6,000.00	\$5,938.52	\$5,938.52	\$6,300.00	10
1852	WEROC Legal Expenses	\$2,000.00	\$0.00	\$0.00	\$2,000.00	11
1853	WEROC Incorporation Expenses	\$0.00	\$0.00	\$0.00	\$0.00	
1930	WEROC Sundry	\$300.00	\$0.00	\$0.00	\$300.00	12
3384	GST Input Tax	\$10,722.15	\$4,476.68	\$5,416.16	\$10,807.00	13
	ATO Payments	\$3,668.70	\$5,399.00	\$5,399.00	\$2,393.33	14
	<b>TOTAL PAYMENTS</b>	<b>\$121,612</b>	<b>\$57,685.08</b>	<b>\$68,019.31</b>	<b>\$121,270.33</b>	
	<b>Net Position</b>	<b>-\$34,484.57</b>	<b>\$25,950.92</b>	<b>\$16,893.70</b>	<b>-\$36,987.18</b>	
	<b>OPENING CASH 1 July</b>	<b>\$168,194.70</b>	<b>\$164,322.88</b>	<b>\$164,322.88</b>	<b>\$181,216.58</b>	
	<b>CASH BALANCE</b>	<b>\$133,710.13</b>	<b>\$190,273.80</b>	<b>\$181,216.58</b>	<b>\$144,229.39</b>	

**Recommendation:**

That the WEROC Inc. draft budget for the year ending 30 June 2024, as presented, with a general subscription for each Member Council set at \$12,000 (Ex. GST), be adopted.

**RESOLUTION:**

**Moved:** Ms. Joanne Soderlund

**Seconded:** Mr. Wayne Della Bosca

That the WEROC Inc. draft budget for the year ending 30 June 2024, as presented, with a general subscription for each Member Council set at \$12,000 (Ex. GST), be adopted.

**CARRIED**

**7.6 Discussion and Decisions Arising from the Presentation by Ms. Susan Hall**

**Author:** Rebekah Burges, Executive Officer

**Disclosure of Interest:** No interest to disclose.

**Date:** 1 April 2023

**Attachments:** Nil

**Voting Requirement:** Simple Majority

**Executive Officer Comment:**

Following the presentation from Ms. Susan Hall it may be appropriate for the WEROC Inc. Board to consider what, if any, further action is required on this matter.

**Recommendation:**

That the information as presented by Ms. Susan Hall be considered, and the matter discussed.

**Comments from the meeting:**

- It was noted that WEROC need to look at ways of better utilizing both the Wheatbelt Development Commission and Regional Development Australia Wheatbelt (RDAW).
- Currently RDAW are assisting the Shire of Bruce Rock with an economic development strategy, based off the WALGA model.
- Mr. Wayne Della Bosca noted that housing supply issues are becoming critical and could be an area that WEROC requests more assistance with from WDC.
- Mr. Darren Mollenoyux suggested that WEROC request a more detailed report on where the WDC is at on their housing analysis and ask if they can support WEROC in conducting a housing analysis like the one being completed in the southern Wheatbelt.

**RESOLUTION:**      **Moved:** Mr. Wayne Della Bosca      **Seconded:** Ms. Joanne Soderlund

That WEROC Inc. request assistance from the Wheatbelt Development Commission in undertaking a housing analysis.

**CARRIED**

**7.7 Discussion and Decisions Arising from the Presentation by Mr. Michael Hayden**

**Author:** Rebekah Burges, Executive Officer

**Disclosure of Interest:** No interest to disclose.

**Date:** 1 April 2023

**Attachments:** Nil

**Voting Requirement:** Simple Majority

**Executive Officer Comment:**

Following the presentation from Mr. Michael Hayden it may be appropriate for the WEROC Inc. Board to consider what, if any, further action is required on this matter.

**Recommendation:**

That the information as presented by Mr. Michael Hayden be considered, and the matter discussed.

**Comments from the meeting:**

- Based on the information presented by Mr. Hayden it was felt that individual discussions need to be held between the Shires and Maarli Services.
- It was requested that the Executive Officer:



- a) Contact Wheatbelt NRM to question what their proposal for a ranger service, through the FRRR drought funding entails; and
- b) Write to Mr. Hayden to thank him for his presentation and request that he contact Shire’s individually to discuss the sites they have selected for coverage under the Eastern Wheatbelt Ranger Service and what services they propose to provide at each site.

**RESOLUTION:**            **Moved:** Mr. Wayne Della Bosca    **Seconded:** Mr. Bill Price

That Mr. Michael Hayden be requested to contact Shire’s individually to discuss the sites they have selected for coverage under the Eastern Wheatbelt Ranger Service, and what services they propose to provide at each site.

**CARRIED**

**8.            EMERGING ISSUES**

NIL

**9.            OTHER MATTERS (FOR NOTING)**

**9.1            Wheatbelt Medical Student Immersion Program**

The 2023 Wheatbelt Medical Student Immersion Program took place during the week of 14-17 March. This year the Executive Officer provided support to the academics and students staying in Merredin. On Thursday 6 April, a debrief was held with all staff who participated in the program. A summary of the feedback is provided below:

- **Narrogin** (although outside the WEROC region some of the points raised may be valid): It was felt that the visit was not as well organized as previous years. For a couple of the scheduled activities, people did not know that they were coming. They found it disappointing that there was no contact with the local GP’s and were confused that they were able to visit an aged care facility but not the hospital. They hope that next year the program will incorporate a GP visit/discussion and a hospital visit.
- **Kellerberrin**: The visit went well generally, there were no major issues. The academic staff noted that they were staying at the caravan park and because there was no administrative support for Kellerberrin they did not have access to a vehicle, which made it difficult for them to get around. They would recommend staying at the hotel in future years. Some of the outdoor activities took place during the heat of the day and they suggest scheduling these for the morning in future years. Next year they would like to be able to visit the hospital.
- **Bruce Rock**: Overall went really well, would not change any of the activities. Would suggest scheduling a visit from the Aboriginal Health team from Merredin into the program for next year. Need to change how we recruit billet families in future years. One family in Bruce Rock had 6 students, which is too many. Would suggest engaging a community liaison person (volunteer) in each town to be responsible for recruiting billet families. This approach was previously used and worked well.
- **Southern Cross**: Heat was a limiting factor – some of the activities were barely engaged in due to the heat. Would suggest not visiting the wildlife sanctuary in future years. Believe that there needs to be a local liaison in each town to drive recruitment of billet families.
- **Merredin**: All scheduled activities ran smoothly. There were a couple of issues that arose with students that had to be dealt with during the week but nothing that directly related to the organizing of the program.
- **Rural Health West**: As the principal program organizers they felt that this year the itineraries were the best planned/confirmed to date. Co-ordinating both the Notre Dame and Curtin visits at the same time was very challenging and they would like to explore the option of hosting them at different times

in future years. They feel that there needs to be a different approach to recruiting families in future years.

There was no feedback provided on the Westonia visit during the debrief.

## 9.2 Stronger Communities Programme – Round 8

The [Stronger Communities Programme](#) supports the Australian Government’s commitment to deliver social benefits in communities across Australia. The program intends to encourage and support participation in local projects, improve local community participation and contribute to vibrant and viable communities. Round 8 of the program aims to support communities to recover from the widespread impacts of adverse weather events and current economic pressures.

For this round, grant funding will be up to 100% of eligible project costs except for local governing bodies where grant funding will be up to 50% of eligible project costs.

Community consultation is a critical element of the program. In consultation with their community, each MP must identify potential applicants and projects in their electorate and invite them to apply for a grant. Invited applications will be assessed against the program’s eligibility criteria through a closed non-competitive process.

Each electorate has total funding of up to \$150,000 that can be allocated to small capital projects. Each project can receive up to \$20,000. A maximum of 20 projects will be funded in each electorate. The closing date for the current round is Wednesday 10 May.

## 9.3 Co-Operative Marketing Activity

**Attachment 5:** *Wheatbelt Co-Op Digital Activity Reporting*

**Attachment 6:** *Wheatbelt Co-Op Autumn Campaign 2023*

At the WEROC Inc. Board meeting held on 2 May 2022, a contribution of \$3,000 +GST toward the Wheatbelt local tourism group co-funding campaign for 2022-23 was endorsed. The contribution from WEROC was matched by Roe Tourism, NEW Travel and Pioneers Pathway resulting in a pooled fund of \$12,000 for marketing which was matched by Australia’s Golden Outback to achieve a total \$24,000 +GST marketing spend for 2022/23.

With this funding AGO conducted a wildflower activity campaign in July and August 2022, which included print advertisements in the West Australian newspaper and Australian Traveller magazine, and an online social media campaign. The results of this activity are summarised in the report provided as Attachment 5 to this agenda.

AGO also conducted a shoulder season campaign in February and March 2023. They created a concept for “Wheatbelt Weekends” which aimed to target a younger market than the traditional visitor to our region as well as families. The shoulder season campaign included radio ads and live reads over a three-week period, paid social media advertising over a three-week period and an organic takeover of AGO’s social media accounts for one week. The Wheatbelt Weekends concept can be viewed on the AGO website <https://www.australiasgoldenoutback.com/wheatbelt-weekends>.

The Autumn campaign report is provided as Attachment 6. For interest’s sake, Google analytics for the WEROC website indicates that there were 160 page views in February and 168 in March this year, compared to 93 in February 2022 and 137 in March 2022.

## 10. FUTURE MEETINGS

The approved schedule of meetings for 2023 is as follows:

Date	Time	Host Council
Wednesday 22 February 2023	9.30am	Kellerberrin

Wednesday 26 April 2023	9.30am	Yilgarn
Wednesday 28 June 2023	9.30am	Tammin
Wednesday 30 August 2023	9.30am	Merredin
Wednesday 29 November 2023	9.30am	Westonia

The next meeting will be held in Tammin on Wednesday 28 June 2023.

**11. CLOSURE**

There being no further businesses the Chair closed the meeting at 12.38pm.

# Community Impact Program

The Community Impact Program is designed to support community members and not-for-profit organisations in remote, rural and regional Australia to take a collaborated approach to driving local action that helps prepare for drought. To reduce administration burden for community organisations, the granting process will be administered via a multi-stage application process as follows:



## Future Drought Fund's Helping Regional Communities Prepare for Drought Community Impact Program - Project Plan

### 'WHEATBELT RISING'

A program delivered by Town Team Movement to build a more resilient, connected, and empowered Wheatbelt Central East region in Western Australia in preparation for drought.

### Overview of the local region and history of drought

*2-3 paragraph overview that explains the geographical context of the region, and the experience of drought.*

Drought is a prolonged period of abnormally dry weather that can cause significant damage to crops, livestock, and natural ecosystems, as well as to human health and well-being. Communities that rely on agriculture, livestock production, and natural resources for their livelihoods are particularly vulnerable to the impacts of drought.

Unfortunately for the communities within the Northeastern Wheatbelt Region of Council (NEWROC) and the Wheatbelt Eastern Region of Council (WEROC), drought has occurred over the years and can occur at any time. These communities can often face significant challenges coping with its impacts. These can include; Increased workload for women and children, disruption of social networks, mental health, and health and wellbeing. Addressing these impacts requires a coordinated and sustained response from communities, governments, and other stakeholders in order to build resilience and adapt to the changing climate.

### About the Lead Organisation

Town Team Movement is a non-profit social enterprise that is building a movement of positive 'doers' focused on improving their own local area through a shared purpose and values, which we have summarised in the Town Team Charter. We enable local communities and governments to connect, organise and act to regenerate the fabric of their neighbourhoods and to create better places. We:

1. Inspire, support, connect and promote local Town Teams
2. Provide consultancy services for local governments, State government agencies, private enterprises and more
3. Host inspiring and interactive events
4. Provide placemaking education and training services

Town Team Movement was formed as a non-profit company limited by guarantee in late 2017. It has steadily built up the organisation over the last 6 years. We have been working professionally with 121 Town Teams for 5 years, as well as working with community groups for many years prior. Town Teams are positive and proactive organisations that work collaboratively with their local government to improve a place or area. The Town Team model is inclusive and open to everyone – businesses, residents, community groups and anyone keen to have a go. Town Teams are 'doers'. The approach is innovative, creative and fun.

We have seen the transformative effects that being part of a Town Team has and contributing to making a place better and more resilient in preparation for drought.

Some of the specific things we can bring to this project are:

- Experience and past performance - we have decades of experience within our team and a huge broader network of wisdom that we can draw on. The Town Team approach is growing rapidly.

## Future Drought Fund's Helping Regional Communities Prepare for Drought Community Impact Program - Project Plan

- Understanding and methodology - we have a good understanding of the opportunities and challenges of the approach, and an iterative, agile methodology that works with the conditions on the ground and local context
- Local connections - we have an existing and growing network of supporters and advocates across the Wheatbelt
- An approach that works - the approach has been proven to work in a wide range of situations

### Program Priorities

Based on the program priorities for investment, our program **'Wheatbelt Rising'** is well-aligned in building local communities drought resilience. Here are some ways in which our program responds to each of the program priorities:

#### **Local communities adapt to and prepare for the impacts of drought:**

- The Town Teams approach is fresh, innovative, and transformative in its approach to build resilience to drought through establishing Town Teams and supporting community led actions.
- By engaging with community members, providing resources and support, and facilitating knowledge-sharing, the 'Wheatbelt Rising Program' helps to build community capacity and preparedness for drought.

#### **Enhance the public good in agriculture-dependent communities:**

- Our program seeks to improve access to and utilisation of community infrastructure.
- By supporting community led projects that develop and maintain infrastructure in the communities
- We aim to enhance the public good and promote long-term sustainability and bring vibrancy to these communities.

#### **Drive local action that helps prepare for drought:**

- 'Wheatbelt Rising' program is focused on driving local action and , building community-led solutions for drought resilience.
- By providing training, resources, and support to community leaders, mentors, networks, and organisations
- We aim to empower and enable communities to act and build their own resilience to drought.

#### **Strengthen social resilience for resourceful and adaptable communities:**

- Our program aims to build social resilience by promoting the development of local leadership, networks, and social support systems that can foster greater community cohesion and resilience in the face of drought.
- By emphasizing the importance of community engagement, capacity building, and knowledge-sharing, our program helps to create more resourceful and adaptable communities that can better withstand the impacts of drought.

### Program Outcomes

To achieve the 7 program outcomes, the 'Wheatbelt Rising' program will consist of a range of strategies and activities that promote community engagement, capacity building, leadership development, place improvement (including infrastructure), and economic diversification.

The 'Wheatbelt Rising' program will provide a different, innovative approach that will work with (not in spite of) local conditions. The mindset and approach will be the same in each place, but the exact methods used and the outcomes would be based on the people involved, the local place, the other collaborating organisations and the strengths and opportunities of the place. It is based on insights, including (but not limited to):

- People, particularly the target groups, will be more attracted to a creative, participatory and fun

## Future Drought Fund's Helping Regional Communities Prepare for Drought Community Impact Program - Project Plan

program, rather than a serious, formal service designed to “treat their problems”

- Communities are never built on problems and deficiencies
- Foster hope, optimism & courage in both participants and communities
- Tap into what people really care about
- Unlock (often hidden) skills, energy & passion
- Create the right conditions for personal growth and community-led action, which will include creating psychological safety and connection before content delivery
- Create fresh mindsets and a culture of leading and doing

Creating real community impact requires transformational learning, which fundamentally changes the way participants see the world and their ability to be change-makers. This context and understanding has informed the following program insights:

- Connect with what is already happening in the community
- Foster belonging, inclusion and diversity
- Keep it simple and accessible
- Leave egos at the door
- Don't take ourselves too seriously and make it fun
- Be flexible, adaptable and responsive
- Learn by doing
- Peer to peer connection and learning
- Encourage the power of reflection and insight
- Build self-confidence and agency
- Make it a community and peer-based approach (rather than expert-led)

The 'Wheatbelt Rising' program will work towards all 7 outcomes:

1. Communities identify and adopt innovative and transformative ways to build drought resilience;
2. A change in awareness of and attitudes to drought preparedness at the community level;
3. Communities learn and share innovative ways to build drought resilience;
4. An increase in the reach and activities of community leaders, mentors, networks and organisations driving action on drought resilience;
5. Improved access to and greater utilisation of community infrastructure;
6. Communities build their local leadership, networks, and social support; and
7. Community leaders, networks and organisations have stronger capability to undertake strategic drought resilience planning

## Linkages to other Future Drought Fund Investment

Please describe your current or future collaboration/linkage to:

- *Regional Drought Resilience Plan*
- *Drought Innovation Hub or Node*
- *Other current or historical Future Drought Fund Programs such as:*
  - *Drought Resilience Self-Assessment Tools*
  - *Innovation Grant recipients*
  - *Farm Business Drought Resilience Planning*
  - *Network to Build Drought Resilience Program recipients (FRRR)*
  - *Drought Resilience Leaders (ARLF)*

# Future Drought Fund's Helping Regional Communities Prepare for Drought Community Impact Program - Project Plan

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## Key contact for Project

Name: **Alyce Ventris**

Position: **Wheatbelt Town Team Builder**

Organisation: **Town Team Movement**

Phone: **0428 365 018**

Email: [alyce@townteammovement.com](mailto:alyce@townteammovement.com)

Future Drought Fund's Helping Regional Communities Prepare for Drought Initiative: Community Impact Program



## Future Drought Fund's Helping Regional Communities Prepare for Drought Community Impact Program - Project Plan

### Overview and timing of key project milestones

<b>Milestone No:</b>	<b>Start Date:</b>	<b>End Date:</b>	<b>Description:</b>
1	July 2023	July 2025	NEWROC Do Over 2024 (inception workshop 2023)
2	July 2023	July 2025	WEROC Do Over 2024 (inception workshop 2023)
3	July 2023	July 2025	Establish at least 5 new town teams in the NEWROC + WEROC region (Currently 5 existing town teams in the regions)
4	July 2023	July 2025	Delivery of 10-15 funded projects across NEWROC + WEROC by Town Teams
5	July 2023	July 2025	Delivery of 4 key leadership and development training opportunities across the region
6	July 2023	July 2025	2 established youth spaces, youth led initiatives
7	July 2023	July 2025	A connected network of Town Teams in the region

### Project Delivery Area

*Please list the Local Government Area delivery locations of the project (eg LGA, Town Name):*

- **NEWROC**- Shires include: Mt Marshall, Mukinbudin, Trayning, Wyalktchem, Dowerin, Nungarin and Koorda
- **WEROC** -Shires include: Westonia, Yilgarn, Merredin, Tammin, Bruce Rock, and Kellerberrin

## Future Drought Fund's Helping Regional Communities Prepare for Drought Community Impact Program - Project Plan

### Communication and engagement with key stakeholders

*Young People and First Nations communities must be included.*

<b>Stakeholder</b>	<b>Engagement Method</b>	<b>Communication Method</b>
Young People (18-35)	Youth led focus groups, social media, youth ambassadors, workshops	Newsletters, emails, public events, training sessions, text messaging, social media chat groups, interactive online platforms, coffee catch up chats, brochures
First-Nations	Building relationships, community meetings, engaging Elders and knowledge holders of the communities, workshops	
Whole community	Community meetings, one on one meetings, social media and online platforms, workshops	

### Community Leadership Activities

<b>Activity</b>	<b>Indicative Timing</b>	<b>Location</b>
Resilience- focused leadership training/ Leadership Workshops	2023-2025	2 WEROC, 2 NEWROC
Youth Friendly Spaces, by youth for youth- Do Over's (leading by doing)	2x 2024 Do Overs	1 WEROC, 1 NEWROC
Allocated funding/ grants- Community led projects, creating spaces to connect (leading by doing)	2023-2025	WEROC + NEWROC
Establish Town Teams (leading by doing)	2023-2025	WEROC + NEWROC

### Lead Organisation project personnel and their role

<b>Name</b>	<b>Title</b>	<b>Brief overview of role</b>
Alyce Ventris	Wheatbelt Town Team Builder	To support existing and establish new Town Teams in the Wheatbelt
Jimmy Murphey	Town Team Movement Co-Founder and Executive Director of Relationships	To support the Town Team Movement (staff, Town Teams, partners, and stakeholders) building relationships and seeking new opportunities to enable and grow the movement.

## Future Drought Fund's Helping Regional Communities Prepare for Drought Community Impact Program - Project Plan

### Delivery partners / Collaborators and their role

Please ensure partner / collaborator details are in the same sequential order as projects or initiatives included in your Roadmap and are placed at the top of this table with collaborators listed below.

<b>Partner Name</b>	<b>Organization Description / Type</b>	<b>Role in Project</b>	<b>Location</b>
NEWROC	Region of Council	Partners	Wheatbelt
WEROC	Region of Council	Partners	Wheatbelt
RAC	Insurance, Road Side Assistance, Car Servicing and Repairs, Finance, Home Security, Travel.	Partners	Perth
Road Safety Commission	The voice of road safety in Western Australia	Partners	Perth
Bank of Ideas - Peter Kenyon	Community Consultancy	Delivery of leadership workshops	Wheatbelt
Wheatbelt Way (NEWTRAVEL)	Tourism	Marketing of events and projects on the Wheatbelt Way social media (for Wheatbelt Way towns)	Wheatbelt

### Project risks and mitigation actions

<b>Project Risk</b>	<b>Description</b>	<b>Rating</b>	<b>Treatment</b>
Staff	Unable to recruit / retain the right staff based in the region	High	<ul style="list-style-type: none"> <li>• Already have one Town Team Builder based in the region</li> <li>• Work with local partners to help recruit additional staff/contractors if/when required</li> <li>• Ensure there is sufficient finances to pay professional salaries</li> <li>• Provide good training, direction and support</li> <li>• Treat staff well and help them to love what they do</li> </ul>

## Future Drought Fund's Helping Regional Communities Prepare for Drought Community Impact Program - Project Plan

Program style	Program style or approach is not working	Medium	<ul style="list-style-type: none"> <li>The proposal would extend a proven and tested approach that works in the region and around Australia. It is very flexible and place-based, so work with the conditions on the ground rather than in spite of them</li> <li>Continually review what is happening on the ground and outside influences, then adjust the program accordingly</li> </ul>
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## Budget Overview

Full Budget (income and expense details to be completed in Grants Gateway application form)

Program Initiative	Lead Organisation	Cost
Resilience- focused leadership training/ Leadership Workshops	Town Team Movement	\$15,000
Youth Friendly Spaces, by youth for youth- Do Over's	Town Team Movement	\$10,000 (\$5,000 x 2 projects)
Allocated funding/seed grants- Community led projects, creating spaces to connect	Town Team Movement	\$30,000
Social and Networking events- to promote social support and connection	Town Team Movement	\$5,000
Establishing and supporting town teams in the region (Town Team Builder in the region hours and travel, presentations, meetings, and workshops)	Town Team Movement	\$20,000
Mentoring, training, education and resources support	Town Team Movement	\$5,000
		<b>\$80,000</b>

Future Drought Fund's Helping Regional Communities Prepare for Drought Initiative: Community Impact Program



# WEROC Waste Management Options Report

SHIRE OF MERREDIN

February 2023

## Table of Contents

1. Executive Summary.....	3
2. Background .....	4
Waste Management – a changing environment. ....	4
Strategic Waste Management ASK Reports:.....	5
Key Findings WEROC Strategic Waste Management Plan and Landfill Consolidation (LCA) Report: .....	5
Potential Limitations Inputs and Approach: .....	6
3. Purpose .....	7
4. Strategic Waste Management Plan (SWMP) Priorities.....	7
Table 4.1. Strategic Waste Management Plan (SWMP) Actions & Priorities & Review .....	9
5. Landfill Consolidation Options – Funding .....	22
Option 1 – Per-capita funding model.....	22
Option 2 – Gate fee funding model .....	23
Shire of Merredin Comment – Landfill Consolidation funding .....	24
6. Regional Waste Coordinator Options .....	25
Option 1 – Regional Waste Coordination (Technical and Engagement).....	26
Option 2 – Regional Waste Coordinator (Technical), and Consultant.....	26
Option 3 – Regional Waste Coordinator (Engagement), and Consultant.....	27
Option 4 – delay appointment of Regional Waste Coordinator (Engagement), and Consultant. ....	28
Regional Waste Coordinator Recommendation .....	29
7. Summary .....	29
8. Recommendations: .....	31
Appendices.....	35
Appendix 1 – Gantt Chart Proposed Revised Order of Works.....	35

## 1. Executive Summary

As part of the WEROC Strategic Plan adopted in March 2022, one of the five key priorities was for the WEROC Strategic Waste Management Plan and Landfill Rationalisation Study to be completed.

ASK Waste Management (ASK) were engaged to complete the work on behalf of WEROC and a series of drafts have been under discussion, with relevant member Councils providing feedback since June 2022.

Following the submission of the draft documents, ASK Consultants recommended the adoption of the draft Strategic Waste Management Plan (SWMP) and Landfill Consolidation – Scenario Assessment (LCA) by WEROC, which included recommendations for actions across five categories. The main category - Waste Infrastructure and Operations, included the recommendation that WEROC move to a regional approach to landfill consolidation, with 2 regional landfills (Southern Cross and Merredin) and the remainder of the landfill sites transitioning to transfer stations.

It was also noted as part of the report that there is an immediate need for action on the consolidation of landfills as some of the current landfill sites that are proposed to be converted to transfer stations, will shortly reach capacity. As part of the report, a funding model of a per-capita split across the region for waste management was also proposed.

Subsequent meetings with ASK Waste Management Principal Mr Giles Perryman included further discussion on the employment of a Regional Waste Coordinator and implementation of data management as initial actions.

While the Shire of Merredin is generally supportive of the plans submitted by ASK, some limitations were identified in the documentation potentially creating either risks or delays for critical elements of the project. The funding model proposed was also of concern to Merredin as there is insufficient information for the impact and equity of the proposal to be assessed at this stage. Therefore, the Shire requested an opportunity to come back to WEROC with alternative options prior to the adoption of the ASK report and recommendations as originally submitted.

This report forms that review and an options paper for the consideration of the WEROC board. The alternative recommendation of the Shire of Merredin for the consideration of WEROC, is that the two reports are endorsed in principle, however, are subject to changes in the funding model and proposed order of works. The employment of the Regional Waste Coordinator, and data management are not recommended for immediate progression.

The proposal for two consolidated landfills, one at Merredin and one at Southern Cross, with the remaining facilities transitioning to transfer sites is supported, however, the revised proposal is that the Shires of Merredin and Yilgarn should each undertake and fund the required landfill masterplan inputs independently, with assistance from expert consultants within an agreed timeframe. The operational/whole-of-life costs estimates generated from this work should then be used to inform the funding model and discussion by WEROC prior to the commitment to any required capital works. The masterplans from the regional landfills will be key requirement inputs into the planning and costing for the transition of other sites from landfills to transfer stations.

Given the planning documents for the regional landfills will need to be completed by an expert consultant, and the scope development will be heavily led by the Works Manager at each respective Council, it is not recommended as a role for the Regional Waste Coordinator. As a result, the Regional Waste Coordinator is now recommended to be implemented later in the schedule, with a different skill set.

To address the immediate operational needs of end-of-life facilities, both the Shires of Merredin and Yilgarn should develop a gate fee for the acceptance of waste from other WEROC Shires. Facilities that

are nearing end of life, can be converted later to transfer stations, and continue limited operations, with waste transfer able to commence almost immediately.

In terms of determining a funding model, the revised proposal would see the Shires of Merredin and Yilgarn initially self-fund the relevant master planning stages, so there is not currently an urgency to determine this. A gate fee model alongside fixed contract terms, is likely to be the most appropriate option to be progressed once costs are determined, as these de-risk the commitment amongst all parties. This allows cost recovery to be built in and allows member Councils to potentially exit from the arrangements should there be a significant change in the assumptions of the services.

Across all five categories, the elements recommended within the ASK report will require extensive funding over the short to medium term. The staged approach allows for the significant elements of the planning to be completed for operations, and a modular approach can be taken to the remaining initiatives once costs are understood.

These recommendations are intended to provide practical options and next steps to build on the existing ASK report, while recognising some of the practical limitations of the full plan. The Shire of Merredin's review and proposed alternative approach is therefore submitted for the consideration of the WEROC board alongside the ASK recommendations.

## 2. Background

### Waste Management – a changing environment.

Against a background of climate change and community focus on sustainability, there is an increased expectation that Local Government will provide increased focus on waste avoidance and resource recovery, and there are a number of changes being implemented by the State Government to ensure this occurs.

From a State perspective, the Western Australian Government's Waste Strategy 2030 has set targets to reduce waste and increase recycling – targeting Net Zero by 2050, which may have significant impacts on waste service requirements within the WEROC region going forward. While these State requirements are currently mainly Perth-centric, there is a potential for this to broaden to the regions in the future. Primarily the State focus is on an increase in recovery programs (Containers for Change and Construction Material Reuse Subsidy), and stronger legislative and compliance requirements (phased single use plastic ban underway, and e-waste landfill disposal ban by 2024, alongside increased waste operating, and rehabilitation requirements).

Data management will potentially become increasingly important as a focus, to manage the potential increases in legislative and reporting requirements. The proposed waste levy may also be extended to the regions in the future, which would potentially significantly increase costs of waste services. Given this environment, member Councils will be expected to do more in sustainable waste management going forward.

Additionally, the economics of waste management in the regions is becoming increasingly challenging. Labour and transport costs are increasing in the current macro-economic environment and will increase further again should there be additional legislative requirements to be complied with in the future. The costs of domestic recycling are expected to rise in the Wheatbelt, with the China ban on accepting waste from other countries (all products by 2024) meaning local, potentially more costly alternatives, for processing recycling will be needed. These economic pressures mean it is timely for WEROC to seek opportunities for shared services or procurement which may off-set future cost increases, and improve our overall waste management such as making access to a specialised recycling stream economically viable which potentially reduces future costs for landfill rehabilitation.



To achieve improved outcomes for sustainable waste management and meet community expectation, there may also be a required behavioural change to improve waste separation and waste management practices, which would be supported by community engagement and education.

### Strategic Waste Management ASK Reports:

ASK were engaged to produce a Strategic Waste Management Plan (SWMP) for WEROC. The scope was to develop a potential framework for regional collaboration and cooperation in the delivery of waste management services and improve waste management practices across the region. This would be consistent with the State Government of Western Australia Waste Strategy 2030, alongside identifying opportunities to reduce operational and compliance risks for member Councils.

ASK also completed a LCA Report to determine the feasibility of rationalising several landfills through site closures, establishing transfer stations, and operating a regional landfill(s) for the WEROC Councils, given some of the current operational landfills are approaching capacity.

Of note, the ASK report found the isolation of the member Councils along with the significant costs associated with the transport of waste and recycling materials, and the small rates base, pose significant challenges for maintaining the current number of landfills across the WEROC region. As many of the member Councils landfills were developed before best practice standards were introduced, they are not able to minimise the environmental impacts of waste disposal. Furthermore, some key facilities have limited disposal capacity remaining. Given the time required to identify, gain relevant approvals and develop a landfill site, a suitable solution needs to be developed promptly.

An additional challenge is that all member Councils have different capabilities and requirements for waste management, there are inconsistencies across needs, approach, and available reserves and resources to fund and implement any plans developed.

### Key Findings WEROC Strategic Waste Management Plan and Landfill Consolidation (LCA) Report:

The key findings from the two reports are summarised below:

#### Strategic Waste Management Plan:

- Although not legislated, it is recommended that WEROC should be working towards aligning waste management practices in the region with the targets set out in the Waste Strategy 2030.
- The WEROC regions baseline municipal solid waste recovery rate is currently significantly lower than the targets set out in Waste Strategy 2030.
- Influencing factors include, small populations, large distance between settlements and markets, poor economies of scale, and lack of infrastructure - making waste avoidance and recycling a challenge in the regions.
- Five key action areas for sustainable management of waste were identified for action, including: data and information, waste infrastructure and operations, strategic planning, regional efficiencies, and waste minimisation. Recommended priority actions were identified under each of these (Refer SWMP Table 6.1 Pages 71-72).
- WEROC Councils are at different stages of evolution regarding waste management which does present some challenges in terms of consistency of waste goals and objectives across the region.

#### Landfill Consolidation (LCA) Report:

- Many of the existing landfill sites within the region are not situated to minimise the environmental impacts of waste disposal.
- Some Councils are approaching the design capacity for their landfill sites and nearing a critical situation to ensure a suitable alternative is identified soon within time and budget constraints.
- Based on the number of landfills per-capita, the region is over serviced.
- There is a variety of data collection, but often there is little data about the waste types or quantities received at each facility. Therefore, it is challenging for Shires to make informed operational and strategic decisions.
- Further work needs to be undertaken to plan for the consolidation of landfills sites to two regional sites recommended for location at Merredin and Southern Cross, and more accurately define economic impacts. This includes site surveys and landfill closure plans for all sites, detailed transfer station designs and master plans for the regional landfills.
- A range of challenges and non-compliances exist in the current operations of some sites within WEROC that could be addressed with the consolidation of landfills and the implementation of the SWMP priorities.
- The lack of disposal capacity places the region in a compromised position should a natural disaster impact these communities, sufficient capacity and infrastructure may not be available to manage the waste generated.

Additionally, while not a key finding as such, the recommended funding model was a per-capita split for funding the required works and initiatives.

#### Potential Limitations Inputs and Approach:

There are potential inaccuracies in the reported waste volumes used as a result of the data assumptions inputs into the plan. The data assumptions are valid - the overall tonnes of waste are extrapolated on a per capita basis from the projected WA Population 2030 reports and consider trends of falling waste generation per capita, and decreasing regional population, however, the 2021 figures extrapolated are misaligned to the actual volume of waste generated. An example is the report assumes in 2021, Merredin produced ~8k tonnes of waste, when in reality it produced ~3.5k tonnes of waste for the period. This data underpins some of the assumptions around potential of economies of scale, handling of specialist waste streams and the proposed funding model, so it is important to note the misalignment. It is not likely to have a material impact on some of the key findings of overservicing and recommending regional landfills in the priority areas of operations. If anything, correcting the data may reinforce the recommendations. It would, however, be important to refine the data inputs over time.

On review, there are some potential risks with the approach outlined by ASK, these risks are:

- Order of Works - the order of works proposed by ASK outlines priorities but does not consider the funding capacity. The order of works therefore makes the assumptions that all recommended elements will be prioritised and funded. This assumes all Councils have the funding maturity, or availability of funding reserves to fund the capital, and internal capability to scope and assist with the delivery of recommended projects.
- Scope of the Regional Waste Coordinator position - resourcing the Regional Waste Coordinator position requires clarity amongst member Councils on the scope and priorities, which will then determine the skill sets required for the role (project management vs community engagement). As the breadth of the position is so broad, there is a risk the recruitment may

not secure the correct candidate for the priority actions. Accountability and responsibility for actions will also need agreement.

- Funding model requires further work – The proposal is not user pays and the two regional landfills will wear significant cost and risk. There are some equity risks around standards of facilities at satellite sites which require further consideration. Some additional work will be completed as part of the recommended program of works to assist in developing an accurate funding model (e.g., lifecycle costs), however, agreeing to this at this point creates risk. It also assumes each WEROC Council can appropriately budget to meet both the plan and required capital improvements.

### 3. Purpose

The purpose of this document is to summarise the priorities outlined within the recent WEROC SWMP and propose an alternative approach towards their implementation.

The document aims to:

- Review and summarise the WEROC SWMP priorities and align them with what are understood to be WEROC priorities, in a way that is practical and achievable.
- Explore regional landfill consolidation options and present recommendations from the perspective of the Shire of Merredin and operational requirements of the member Councils.
- Discuss the options for a Regional Waste Coordinator and the respective feasibility / scope of the role.

The ASK plans are supported in principle, however, a revised order of works is recommended, along with the recommendation to revisit some elements at a later stage.

The proposed schedule is a way to agree to the parameters and timeframes for next steps, and if supported will provide:

- Agreement on the delivery schedule and initial costs for each Council to meet.
- Agreement to revisit the process once the initial planning for the two regional landfills is complete, and more detailed costs have been identified.
- Recognise there is a disparity between the requirements (compliance and operations) for the two regional landfills vs the other Councils which needs to be considered and factored into planning.
- Interim arrangements for gate fees be progressed to ensure immediate support is available for end-of-life facilities.

Recommendations and next steps are also presented.

### 4. Strategic Waste Management Plan (SWMP) Priorities

As part of the Strategic Waste Management Plan developed by ASK, a table of recommended Actions were identified which outlined priorities and targets for each.

Each Action and its associated target held information on the proposed priority each should be given. The ASK SWMP separates priorities into five categories: Data and Information, Waste Infrastructure and Operations, Strategic and Infrastructure Planning, Regional Efficiencies and Waste Minimisation.

These categories are key tenants of the overall plan, and it is agreed these should all be supported. However, the limitation of this approach is that it assumes all elements of the Strategic Waste Management Plan will be agreed to be implemented, and that there is capability and sufficient resources to fund and implement the proposed priorities and required works in a relatively short period of time. The ASK report does not give the necessary weight or priority to the immediate deliverables.

In reviewing the proposal, the approach taken instead has been to break down the action into deliverable sections in a way that recognises that not all elements of the project may be supported or funded. This essentially de-risks the approach as much as possible, until the cost implications of the shared approach are better understood.

Priority has been given to the operational urgencies for the Councils with end-of-life landfills, and therefore the focus has been on prioritising actions under the waste infrastructure and operations pillar of the plan. While the early actions recommended to be progressed may not seem to be the highest operational priority to meet this need – they are predecessors to the urgent actions, and therefore should ideally be completed first.

The overleaf table is a review of the proposed actions, providing comment on each and are listed in descending order, of the suggested order of works. Attached is a Gantt chart of the proposed revised order, as a visual reference (*Appendix 1 – Gantt Chart Proposed Revised Order of Works*).

For each Action, the ASK recommendation is described, a comment on the assumed WEROC overall priority (based on discussions to date), and in the interests of transparency, the Shire of Merredin has also identified where its priorities are aligned or not aligned with WEROC priorities. The table also outlines the different resource options for each action, by identifying those which would have potential to be delivered internally versus by a Regional Waste Coordinator (or where skills sets don't align, by another consultant). For clarity, this shows that some key priorities will still require a consultant to be engaged, regardless of if a Regional Waste Coordinator position is established in the short term.

In short – the recommendation is that the planning elements for establishing regional landfills at Merredin and Southern Cross are completed first, as the establishment of these will allow the infrastructure requirements for both sites, and the transfer stations are able to be identified. The remaining elements across the categories have been staged in a way that allows for the significant elements of the planning to be completed for operations, and a modular approach can be taken to the remaining initiatives once costs are understood.

An additional recommendation not listed in the table, but discussed in a later section of the report, is the development of interim gate fees at Merredin and Southern Cross as part of the critical path for the project. This will provide an option for Local Governments with landfills approaching end-of-life.

Should the revised approach be supported, other Councils can use the table to consider the internal resource requirements to deliver actions directly related to them.

Table 4.1. Strategic Waste Management Plan (SWMP) Actions & Priorities & Review

Table 4.1 SWMP Priority Evaluation

Action:	Proposed approach for WEROC waste management priorities, schedule and funding model				
Order:	<b>1</b>	Predecessors:	<b>Nil</b>	Timeframe:	<b>Short-term</b>
Draft SWMP Priority	Not identified within the SWMP but is a recommended first step for WEROC.				
WEROC Priority	<b>HIGH</b> – An agreed priority list, schedule of implementation, responsibility and funding is required before any of the items outlined within the SWMP are actioned. The completion of this item would allow member Councils to appropriately allocate resources (including budget). This item would provide clarity on the scope of work, deliverables and timing. The item would also need to be agreed to inform the discussion around the feasibility of a Regional Waste Coordinator.				
Shire of Merredin Priority/ Comment	<b>HIGH</b> – An agreed priority list, schedule of implementation, responsibility and funding is required before any of the items outlined within the SWMP are actioned.				
	Internal delivery		Regional Waste Coordinator		Waste Consultant
	Needs to be completed by WEROC Councils and WEROC Executive Officer.		N/A		Not required.

Action:	4.3.2* - Align Strategic Waste Management Plans with Strategic Community Plan and Operational Business Plans and Budgets				
	<i>* Denotes a correction to numbering used in the report, Correction from 4.3.1</i>				
Target:	Vertical alignment of operational activities, financial planning and strategic goals within the group in relation to waste services				
Order:	<b>2 (ongoing)</b>	Predecessors:	<b>1, 4.2.3, 4.1.2</b>	Timeframe:	<b>Short-term (within each Council business planning schedule)</b>
Draft SWMP Priority	<b>HIGH</b> - There is a risk that without inclusion, actions required within the plan will not be progressed, funded, or have resources allocated to achieve the outcomes required.				
WEROC Priority	<b>LOW</b> – This item refers to the SWMP being incorporated specifically as a relevant document/input into each respective Integrated Planning and Reporting Framework (IPR) and Strategic Community Plan (SCP). Depending on the funding model used, the specific alignment of capital works should be identified and captured as a priority where required. Each Council would complete this action as part of business as usual and regular review cycle for the SCP. While important to capture once agreed, this action does not require additional resourcing.				
Shire of Merredin Priority/ Comment	<b>MEDIUM</b> – The Shire of Merredin (SoM) understands the importance of completing this item to ensure items committed to are appropriately planned for, and adequate resources are allocated.				

Internal delivery	Regional Waste Coordinator	Waste Consultant
It would be most efficient to deliver this work internally during the completion of each WEROC Councils IPR work and annual planning.	Regional Waste Coordinator may identify relevant inputs for each LGA to consider, however this would still require inputs to be incorporated by each WEROC Council.	Not required.

<b>Action: 4.2.3 – Develop Operational Management Plans</b>			
<b>Target: Operational practices and requirements for site management are documented by July 2024</b>			
<b>Order:</b>	<b>3</b>	<b>Predecessors:</b>	<b>Nil</b>
<b>Timeframe:</b>	<b>Short-term</b>		
Draft SWMP Priority	<p><b>MEDIUM</b> - Inefficient operations result in an increase in time and costs. The operational staff require a clear plan to work towards relating to waste operations. Documented plans and procedures ensure business continuity if key staff leave the organisation. Site management plans are effectively the ‘rule book’ governing all activities at the site. They are ‘living’ documents that are essential to ensure the safety of people and the environment, and the profitability of the operation (whether expressed in financial or other terms). They should be accessible and known to all staff and be reviewed on a regular basis to ensure that they remain relevant and effective.</p>		
WEROC Priority	<p><b>MEDIUM/LOW</b> – Existing operating practises are working for WEROC Councils. Those Councils looking to convert landfills into transfer stations would not require this work to be completed. Once these sites are converted to transfer stations generic documentation may be developed for all sites. The status of the Southern Cross Operational Management Plan (OMP) and Landfill Closure Management Plan (LCMP) is unknown, however, it is assumed as per Merredin, this would also be a priority for Southern Cross as the second recommended regional landfill, if these are not already in place.</p>		
Shire of Merredin Priority/ Comment	<p><b>HIGH</b> – The SoM is in the process of reviewing current operational practices and is actively looking to develop an OMP. The OMP and LCMP are essential to enable the determination of a true cost of operation. Efficient operating practices would enable the SoM to accept municipal waste from other member Councils without incurring a significant increase in operational costs and risk. This in turn would deliver cost efficiencies to the Shire which would be passed on to other member Councils in the form of a reduced gate fee. The SoM is planning to progress this piece of work in the short term regardless of the decision of the WEROC Councils on the SWMP.</p>		
Internal delivery	Regional Waste Coordinator	Waste Consultant	
WEROC Councils would likely not have the internal capacity or capability to develop the required documentation.	A Regional Waste Coordinator at an officer level, would likely not have the appropriate skillset or experience to develop the required plans.	Recommended as the most appropriate / qualified resource to develop OMPs.	

<b>Action:</b>	<b>4.2.4 Produce Landfill Closure Management Plans</b>		
<b>Target:</b>	<b>To produce LCMPs for all registered sites and start funding closure reserve by July 2023</b>		
<b>Order</b>	<b>4</b>	<b>Predecessors:</b> <b>4.2.3</b>	<b>Timeframe:</b> <b>Short-term</b>
Draft SWMP Priority	<p><b>HIGH</b> – That without an LCMP in place, a site:</p> <ul style="list-style-type: none"> <li>• Is in breach of the regulations;</li> <li>• Has no final landform to work towards (footprint, height, batters, etc);</li> <li>• Has no cost estimate for capping works and post-closure monitoring; and</li> <li>• Has no approved capping design to be established</li> </ul> <p>Further, as environmental regulations become more stringent, new regulations may require a higher standard of capping and therefore a higher cost. Therefore, sites should be progressively capped as soon as possible.</p>		
WEROC Priority	<p><b>HIGH</b> – Landfill sites that fall under the <i>Rural Landfill Act 2002</i> are required to have a LCMP. Additionally, this document is important in informing the costs associated with the transition of landfill sites to transfer stations. Given the potential non-compliance, it may be more appropriate for each WEROC Council to fund and complete this work individually.</p> <p>It is recommended the Shires of Yilgarn and Merredin complete this work prior to the transition to consolidated landfill sites as this will inform the development of appropriate and transparent fees and charges.</p>		
Shire of Merredin Priority/ Comment	<p><b>HIGH</b> – In addition to the legislative requirements, the SoM considers a LCMP document essential to be able to complete true cost modelling and therefore set suitable fees for service. The Office of the Auditor General (OAG) has also included this documentation in annual audits. As such, the SoM is planning to progress the development of a LCMP in the short-term regardless of the decision of the WEROC Councils on the SWMP.</p>		
	<b>Internal delivery</b>	<b>Regional Waste Coordinator</b>	<b>Waste Consultant</b>
	WEROC Councils would not have internal capability to develop appropriate LCMPs.	A Regional Waste Coordinator would be unlikely to have the appropriate skillset / experience at an officer level to develop the documentation.	Recommended as the most appropriate / qualified resource for development of LCMPs.

<b>Action:</b>	<b>4.5.1 – Drivers for resource recovery and decision making</b>		
<b>Target:</b>	<b>To ensure a thorough assessment the feasibility of any waste diversion measure is completed</b>		
<b>Order:</b>	<b>5</b>	<b>Predecessors:</b> <b>Nil</b>	<b>Timeframe:</b> <b>Short-term</b>
Draft SWMP Priority	<p><b>MEDIUM</b> – Without an understanding of the drivers to divert wastes from landfill, together with the economics and markets for the diverted/reprocessed materials, informed decisions cannot be made. There is little point in separating and processing a material stream if there is no viable end market for the product.</p>		

WEROC Priority	<b>MEDIUM</b> – This item should be integrated into the development of master planning documentation for the regional landfill sites. This information is important in determining appropriate gate fees or cost recovery and to budget for proposed capital and operational costs associated with the transition to a regional landfill. As part of the conversion of satellite sites into transfer stations, the separation of waste streams would also need to be considered in the design of the transfer sites. Additionally, this may determine the design and procurement of future services and access to increased waste recovery streams should the regional approach make some streams economically viable.		
Shire of Merredin Priority/ Comment	<b>MEDIUM</b> – The SoM is in the process of investigating drivers for resource recovery at a local level to improve existing operating practices and inform future planning. Further research and investigation will be completed as part of the development of master planning documentation including an OMP and LCMP. Understanding the key drivers in resource recovery would assist the SoM in diverting waste from landfill and potentially increasing revenue generation, which would in turn potentially reduce fees and charges. The SoM is planning to progress this piece of work in the short term regardless of the decision of the WEROC Councils on the SWMP.		
	Internal delivery	Regional Waste Coordinator	Waste Consultant
	This item can be processed internally by each WEROC Council, however some technical support may be required by a Regional Waste Coordinator or Consultant.	Regional Waste Coordinator could provide recommendations to WEROC Councils for implementation.	This item could be incorporated in a scope of works for the development of site OMPs or other master planning documentation to be completed by a Consultant.

<b>Action:</b>	<b>4.5.3 – Low volume – highly polluting wastes</b>		
<b>Target:</b>	<b>To assess feasibility of low volume – highly polluting waste diversion measures for the region</b>		
<b>Order:</b>	<b>6</b>	<b>Predecessors:</b>	<b>Nil</b>
		<b>Timeframe:</b>	<b>Short-term</b>
Draft SWMP Priority	<b>HIGH</b> - Low volume, highly polluting (LVHP) waste is problematic for landfills as it can have disproportionately high environmental, health and safety impacts when managed inappropriately. Such wastes include household hazardous waste (HHW), agricultural chemicals and electronic waste (e-waste).		
WEROC Priority	<b>MEDIUM</b> – These waste items pose risks to each WEROC Councils waste management practices, which have specific handling requirements and may not be accepted by all landfill sites. Additionally, as stricter regulations are imposed, including the State Government of Western Australia’s ban of e-waste disposal to landfill by 2024, the incorrect management of these waste types present significant compliance and liability risks that will need to be considered and managed at all sites including transfer stations. As outlined in the SWMP, WEROC should advocate to the Waste Authority to extend their Household Hazardous Waste collection scheme to regional areas. Additionally, this may determine the design and procurement of future services and access to increased waste recovery streams should the regional approach make some streams economically viable.		
Shire of Merredin Priority/ Comment	<b>HIGH</b> – The SoM is currently in the process of amending its operating licence to enable the processing and recovery of e-waste. The ability to process and recover LVHP waste streams is based on the separation at the source. It is therefore critical that this is a key consideration in the development of design for transfer stations and master planning documentation for the regional landfills to allow appropriate initiatives to be developed and suitable infrastructure to be put in place.		
	Internal delivery	Regional Waste Coordinator	Waste Consultant
	This item can be processed internally by each WEROC Council, however, some technical support may be required by a Regional Waste Coordinator or Consultant.	Regional Waste Coordinator could provide recommendations to WEROC Councils for implementation.	This item could be incorporated in a scope of works for the development of site OMPs or other master planning documentation to be completed by a Consultant.



<b>Action:</b>	<b>4.1.2 – Quantify and fund existing operational costs and future closure liabilities</b>		
<b>Target:</b>	<b>Define existing and future closure liability cost. Establish and fund the closure reserve</b>		
<b>Order</b>	<b>7</b>	<b>Predecessors:</b> 4.2.3, 4.2.4	<b>Timeframe:</b> Short-term
Draft SWMP Priority	<p><b>HIGH</b> - If the whole of life costs (previously calculated for other small landfills at \$55-\$150 per tonne) are not covered by the gate fees and do not have a waste reserve fund established, it is likely that full cost recovery is not occurring. Furthermore, the Shires will incur a significant financial burden when landfills close and rehabilitation is required.</p>		
WEROC Priority	<p><b>MEDIUM</b> – This item is essentially the implementation of Action 4.2.4 (above) and setting up appropriate rehabilitation reserves. If a gate fee model is adopted as the preferred funding model, the Shires of Merredin and Yilgarn would need to complete this item before other Councils so accurate costs can be identified, and sufficient waste fees and charges can be developed for each Council. It is recommended this is reviewed regularly once identified, as there is the potential for legislative compliance requirements for closures to increase over time, and therefore financial commitment liabilities may also be required to increase.</p>		
Shire of Merredin Priority/ Comment	<p><b>HIGH</b> – This item is required to determine appropriate gate fees or cost recovery and to budget for proposed capital and operational costs associated with the transition to a regional landfill.</p>		
	<b>Internal delivery</b>	<b>Regional Waste Coordinator</b>	<b>Waste Consultant</b>
	<p>Internal staff at each respective Council would need to be made available to both a Consultant and the Regional Waste Coordinator for access to the appropriate data/information to complete this work. Alternatively, following the development of a LCMP, this work could be completed internally by each respective Council.</p>	<p>Depending on skill set, the Regional Waste Coordinator could complete this item with input from all Councils. More work would be required for Merredin and Southern Cross, however, the benefits of transparent costings would be shared by all Councils.</p>	<p>LCMPs (inclusive of costings) are recommended to be completed by a Consultant to inform the development of these figures. Additionally, the Consultant could also complete a lifecycle cost analysis of waste operations for each LGA, should WEROC Councils wish to include this optional piece of work.</p>

<b>Action:</b>	<b>4.2.2 – Establishment of regional landfills at Southern Cross and Merredin</b>		
<b>Target:</b>	<b>To implement regional landfills at Southern Cross and Merredin</b>		
<b>Order:</b>	<b>8</b>	<b>Predecessors:</b> 1, 4.1.2	<b>Timeframe:</b> Short-term
Draft SWMP Priority	<p><b>HIGH</b> - The cost per tonne to operate a small landfill in line with the Regulations is very high. There is no cost recovery (gate fees) for commercial waste dropped at unstaffed landfills. Non-compliant landfills are likely to require more costly rehabilitation works in the future due to the disposal of wastes that should not be accepted. The rehabilitation requirements for rural landfills will become more stringent in the future, resulting in higher capping and closure cost. The risk of injury to the public and unstaffed landfills is higher.</p>		

WEROC Priority	<b>HIGH</b> – Some WEROC Councils are approaching the end of their landfill usable life. The transition to two regional landfills would provide a suitable option to address these risks. Additionally, this action has the potential to address a number of non-compliances that may be present within the operation of existing WEROC landfills. Given the time required to identify, gain approval and develop a new landfill site, the situation is becoming critical for some WEROC Councils as they approach waste disposal capacity at their existing sites.		
Shire of Merredin Priority/ Comment	<b>MEDIUM</b> – The Shire supports the improvement of waste management practices within the region and is actively looking to assist the WEROC Councils approaching the end of their landfill usable life. However - the transition to two regional landfills does not present significant benefit to the SoM, and Merredin can continue operating its current landfill ‘as-is’ with minimal additional investment. Additionally, the two regional landfill sites (Merredin and Southern Cross) will be left with the liability associated with more stringent future operational requirements. Given this, while progressing the regional landfills is considered a priority for the SoM to achieve improved waste management for the region, it would not be essential for SoM operations for a regional landfill to be established.		
	Internal delivery	Regional Waste Coordinator	Waste Consultant
	Could be completed internally. Assumes the Shires of Merredin and Yilgarn have existing supports with the capability to implement the regional landfill sites, and relevant additional operational costs can be recovered based on agreed funding model.	Could be completed by Regional Waste Coordinator with suitable waste and project management background. Projects would still need funding model agreed, and considerable input from WEROC Councils.	Not required.

<b>Action:</b>	<b>4.2.1 – Conversion of landfills to transfer stations</b>		
<b>Target:</b>	<b>To convert landfills (other than Merredin and Southern Cross) to transfer stations</b>		
<b>Order:</b>	<b>9</b>	<b>Predecessors:</b>	<b>4.2.2</b>
		<b>Timeframe:</b>	<b>Medium-term</b>
Draft SWMP Priority	<b>HIGH</b> - The cost per tonne to operate a small landfill in line with the Regulations is very high. Non-compliant landfills are likely to require more costly rehabilitation works in the future due to the disposal of wastes that should not be accepted. The risk of injury to the public and unstaffed landfills is higher. The rehabilitation requirements for rural landfills will become more stringent in the future, resulting in higher capping and closure cost.		
WEROC Priority	<b>MEDIUM</b> – A number of the WEROC Councils require the immediate identification of a suitable alternative location for the disposal of their municipal waste. Option 2 (recommended) outlined within the SWMP and LCA Report have identified Merredin and Southern Cross as suitable sites, however, a number of actions are required to be completed before these sites would be able to accept waste from the other WEROC Councils. Should it be required, WEROC Councils can start transporting kerbside waste to regional landfills before completing this item (with conversion occurring later). Of note, depending on the complexities of the plans developed for the transition to a transfer station, WEROC may wish to consider implementing Action 4.4.2 (below) prior to progressing these projects, so suitable coordination and project support is available for this deliverable. The ASK Report for Landfill consolidation provides the beginnings of a scope of works for the conversion of Landfills to Transfer Stations.		
Shire of Merredin Priority/ Comment	<b>MEDIUM</b> – The SoM understands that this is a required step in the transitions to two regional landfill sites, however, the completion of these works has limited impact on the SoM. The SoM would however like to confirm that these works are completed to a standard that allows the mitigation of the acceptance of non-compliant waste wherever possible. This reduces both risks and potential costs for other member Councils. It is assumed that this will also apply to Southern Cross.		

Internal delivery	Regional Waste Coordinator	Waste Consultant
Could be completed internally dependent on WEROC Councils internal capacity and capability. Assumes impacted Councils have some existing capability to implement the transition, however, this item may benefit from support from a Regional Waste Coordinator.	Could be completed by Regional Waste Coordinator with waste and project management background. Projects would still need agreed funding model and considerable input from WEROC Councils.	Not required.

Action: 4.4.2 – Feasibility of a Regional Waste Coordinator			
Target: To assess the feasibility of a Regional Waste Coordinator			
Order:	10	Predecessors:	1
Timeframe:	Medium-term		
Draft SWMP Priority	<p><b>HIGH</b> - Most of the officers are only able to devote a relatively small portion of their time to waste. This is problematic considering the industry’s tightening environmental regulation and increasing community expectations for waste management. Demands on staff time for waste management activities will continue to grow as the expectation and need to provide more environmentally responsible waste management solutions increases.</p>		
WEROC Priority	<p><b>HIGH</b> – There are a number of actions outlined within the SWMP and LCA Report. We acknowledge that allocating new resourcing to waste management is a challenge, and each member Council may not have sufficient resources to complete all of the SWMP actions internally. However, while the priority for the assessment of the WC role remains high, the majority of short-term actions are likely to require a consultant or internal resources to complete. Additionally, the majority of these short-term actions sit with the Shires of Merredin and Yilgarn. As such, while this remains a high priority for completion, it is recommended it is not undertaken until the immediate / short term priorities have been actioned.</p> <p>It should be noted that this item may wish to be completed prior to Action 4.2.1 depending on the complexity of the relevant plans developed for the transition to transfer stations.</p>		
Shire of Merredin Priority/ Comment	<p><b>MEDIUM</b> – The SoM understands that an additional resource has the potential to assist in the transition to two regional landfill sites and the implementation of the SWMP, however, the SoM believes that sourcing someone with a suitable skillset to complete all actions outlined in the SWMP is not possible. Additionally, the SoM has identified that a number of the actions would still need to be completed by a consultant. It is also believed that should a regional WC be brought in to assist WEROC, it should be done at a stage following the confirmation of the process and funding model for the transition to two regional landfill sites. Additionally, given the diverse skill set required to complete the actions outlined within the SWMP and the difficulty in recruiting for regional roles, the WC should either have a background in waste and project management (would suit the identified short-term priorities) or waste education and strategic planning (would suit the identified medium and long-term priorities). WEROC are to agree which actions are their priority and the PD should be tailored as such. A number of questions around the implementation of a Regional WC still remain, including the funding and employment model, location, reporting structure etc. The SoM recommends the short-term priorities (which mainly require action from the Shires of Merredin and Yilgarn) are completed with a combination of internal resources and Consultants with member Councils each funding respective relevant works. As such, this item is recommended to be completed as Action 10, with a medium priority.</p>		
Internal delivery	Regional Waste Coordinator	Waste Consultant	
To be completed internally. WEROC EO has developed a position description (PD) for consideration.	N/A	Not required.	

<b>Action:</b>	<b>4.4.3 – Regional Procurement.</b>		
<b>Target:</b>	<b>To maximise economies of scale through regional procurement.</b>		
<b>Order:</b>	<b>11</b>	<b>Predecessors:</b>	<b>4.2.1</b> <b>Timeframe:</b> <b>Medium-term</b>
Draft SWMP Priority	<b>HIGH</b> - Individual Shires often lack the economies of scale necessary to make many waste management initiatives viable. More remote facilities struggle to have recyclable materials collected (e.g., scrap metal).		
WEROC Priority	<b>HIGH</b> – There is a high potential for efficiency and cost savings through regional procurement, for future kerbside collection and other waste initiatives. This allows WEROC Councils to potentially offer improved waste management locally with access to more services that may not usually be economically viable for a single LGA in the region.		
Shire of Merredin Priority/ Comment	<b>MEDIUM</b> – The SoM acknowledges the high potential for efficiencies and cost savings with a shared approach, particularly with kerbside collection, however, believes that the implementation of two regional landfills which is aligned with LG core service delivery, should be completed as a priority. Additionally, this allows accurate costs to be developed based on the changed logistics of a two-landfill regional service model. The configuration and management of additional elements and contracts (beyond kerbside collection) would need to be agreed before progressing with this item.		
	Internal delivery	Regional Waste Coordinator	Waste Consultant
	This work could be completed internally, led by the WEROC EO with input from all Councils, however, has predecessors to ensure accurate contract volumes and costings.	This work would be suitable to be completed by a Regional Waste Coordinator (skillset dependent) with input from each WEROC Council.	Not required.

<b>Action:</b>	<b>4.1.1 – Introduce consistent waste data collection</b>		
<b>Target:</b>	<b>The Shire has appropriate systems to improve waste data collection by July 2023.</b>		
<b>Order:</b>	<b>12</b>	<b>Predecessors:</b>	<b>Nil</b> <b>Timeframe:</b> <b>Medium-term</b>
Draft SWMP Priority	<b>HIGH</b> - A lack of data on incoming waste types and producers creates difficulty in analysing waste volumes, types and flows needed to underpin site development and landfill airspace consumption, the feasibility of recycling initiatives and to set, monitor and manage costs for waste services provided. With no material type data, the actual tonnage that could be diverted and processed is unknown. The lack of accurate waste data makes comparison and collation of the region's data problematic and creates difficulty in analysing the data needed to underpin any regional initiatives, including the infrastructure needs and transport cost estimated for a regional landfill.		
WEROC Priority	<b>MEDIUM</b> – Landfill Consolidation and SWMP actions can progress without data collection. However, the Councils that are not reporting (optional) as part of the annual LG Waste and Annual Environmental Reporting are unlikely to be producing data that would be suitable to inform strategic documents at a regional level (both type and volume). Additionally, data collection methods at satellite sites are likely to change with the transition to transfer stations, and therefore it would not be a priority in the short term as the data validation would not have any significant impact on the development of the LCMPs and the OMPs. Waste data collection at the two regional landfill sites is important to progress sooner.		

Shire of Merredin Priority/ Comment	<p><b>MEDIUM</b> – The Shire currently meets its recording and reporting requirements. Waste volume data validation is important in developing key operational documents for OMPs and LCMPs, but it is expected the waste volume data from satellite sites would not be of a sufficient volume to materially alter the plans (unless there was a significant change in industry or population in the area). However, it should be noted these will be live documents to be reviewed at regular intervals, and therefore the inputs could be updated at a later point. The Shire of Merredin is in the process of implementing an improved data management system during the 2023 year irrespective of the SWMP priorities.</p> <p>SoM notes that the data presented within the SWMP is not the data the Shire collects and has instead been extrapolated from other inputs. As the SoM directly collected data is more accurate, this would be used for the development of the OMPs and the LCMPs documents.</p>		
	Internal delivery	Regional Waste Coordinator	Waste Consultant
Each Council is best positioned to record data.	The Regional Waste Coordinator can assist in outlining reporting requirements and process for data collection.	The Consultant can assist in outlining reporting requirements and process for data collection.	

<b>Action:</b>	<b>4.3.1 – Develop an Emergency Waste Management Plan</b>		
<b>Target:</b>	<b>Increased level of regional preparedness for emergency waste management</b>		
<b>Order:</b>	<b>13</b>	<b>Predecessors:</b>	<b>4.2.2, 4.2.1</b>
		<b>Timeframe:</b>	<b>Medium-term</b>
Draft SWMP Priority	<p><b>MEDIUM</b> - Natural disaster impacts can generate significant quantities of waste. Emergency waste issues can have significant environmental and public health impacts, place an additional financial strain on those tasked with recovery, and can impede community recovery. Before communities can rebuild after emergencies, they must first safely remove and dispose of waste generated from the incidents. Clean-up and disposal of this waste could easily overwhelm the operational capabilities of the group or individual Shires, consume significant amounts of airspace at the landfills and impact on longer-term waste disposal needs for the community. There is little time for assessment and planning, after a disaster or emergency, so pre-planning is very important. The lack of planning can lead to costly and slow recovery and increase health and safety risks.</p>		
WEROC Priority	<p><b>LOW</b> - The risk of a large-scale event that would overwhelm waste management capability within the region is low and, in this event, assistance would be sought from State Government, and the Department of Health as per the usual escalation protocols.</p>		
Shire of Merredin Priority/ Comment	<p><b>LOW</b> – Although the SoM acknowledges the importance of emergency preparedness and planning for emergency waste management, the risk of a large-scale event that would overwhelm waste management with the region is low. In the event of a declared incident, assistance would be sought from State Government.</p>		
	Internal delivery	Regional Waste Coordinator	Waste Consultant
This work is unlikely to be completed internally, WEROC Councils may not have the internal expertise. Once developed this would be built into LEMC/DEMC process.	This item may be completed by a Regional Waste Coordinator dependent on their skillset and experience.	Recommended as the most appropriate / qualified resource for developing Emergency Waste Management Plans.	

<b>Action:</b>	<b>4.1.4 – Quantify Community Opinion</b>		
<b>Target:</b>	<b>Gain an understanding of the community’s views on Waste Management</b>		
<b>Order:</b>	<b>14</b>	<b>Predecessors:</b>	<b>Nil</b>
		<b>Timeframe:</b>	<b>Medium-term</b>
Draft SWMP Priority	<p><b>MEDIUM</b> - The attitudes of the community (commercial and residential) relating to current and future waste management services need to be determined. The information should be considered for the development of waste management strategies, plans and resource recovery measures for the group. With regular surveys, changes in attitudes can be tracked.</p>		
WEROC Priority	<p><b>LOW</b> – The SWMP and LCA Report outline several higher priorities for immediate consideration. As this information would not be required in the short term, it is recommended this is linked to the Regional Waste Coordinator position, and the use of proxy data through existing survey mechanisms is used in the short term instead.</p>		
Shire of Merredin Priority/ Comment	<p><b>LOW</b> – The SoM does not consider this an operational priority in the short term. The collection of baseline community sentiment and practices data could potentially be useful in measuring the impact of the proposed SWMP and regional approach, or the behavioural/attitudinal impacts of waste education initiatives. However, there are alternative mechanisms each Council can use to collect proxy data – such as through their regular community perception survey. It would be useful to collect waste specific data should a Regional Waste Coordinator be employed with a focus on waste education and community engagement in the early stages of their employment.</p>		
	Internal delivery	Regional Waste Coordinator	Waste Consultant
	Could be completed internally or by Regional Waste Coordinator.	This would be a suitable item for a Regional Waste Coordinator to complete, should the Position Description have a focus on waste education and community engagement.	Not required.

<b>Action:</b>	<b>4.1.3 – Implement an education and awareness program</b>		
<b>Target:</b>	<b>Implement ongoing waste engagement and education across the region</b>		
<b>Order:</b>	<b>15</b>	<b>Predecessors:</b>	<b>4.1.1, 4.1.4</b>
		<b>Timeframe:</b>	<b>Medium-term</b>
Draft SWMP Priority	<p><b>HIGH</b> - There is a need to educate and involve the community (residential and commercial) about waste management and resource recovery in line with the WA Waste Strategy 2030 objectives and outcomes. The group should focus on communicating the risks, challenges, and opportunities of waste management in the region, and how the local community can play a role in sustainably managing waste. Unless the community understand the reasons for their actions and can see genuine and attainable results, there is little motivation for changes in behaviour. Waste generators also play a significant role in determining resource recovery rates achieved. This will be influenced through the participation in recycling services provided and the amount of contamination within collected materials. Education, engagement, and positive promotion of services will play a key role in influencing the group and individual Shire’s performance.</p>		
WEROC Priority	<p><b>LOW</b> – This is still a priority item, and will assist in reducing the risk in accepting regional waste for Southern Cross and Merredin (increased recycling with reduced contamination and overall reduced waste volumes as an expected outcome of this project), however, the costing model and the process for the implementation of regional landfills is the higher priority. Early education is also likely to focus on informing locally of the changes to operations.</p>		

Shire of Merredin Priority/Comment	<p><b>LOW</b> – Based on annual audits, the SoM operations have minimal/minor waste acceptance issues, with no issues of note. This item would potentially reduce waste entering landfill and improve recycling, however, given budget constraints, this is not considered a short-term priority.</p>		
	Internal delivery	Regional Waste Coordinator	Waste Consultant
	<p>Existing collateral / reference material is available from WasteSorted should individual Councils wish to progress this item in the interim. Could be completed internally or by the Regional Waste Coordinator.</p>	<p>This would be a suitable item for a Regional Waste Coordinator to complete. However, based on the priority items and the limited potential of securing a resource with the diverse skillset outlined within the current PD, operational and capital priorities should be completed first.</p>	<p>Not required.</p>

<b>Action:</b>	<b>4.2.5 – Infrastructure implications of the Waste Strategy 2030</b>			
<b>Target:</b>	<b>To review services provided with better practice approaches/guidelines within 12 months of release</b>			
<b>Order:</b>	<b>16</b>	<b>Predecessors:</b>	<b>Nil</b>	<b>Timeframe:</b> <b>Medium-term</b>
Draft SWMP Priority	<p><b>LOW</b> - Low recovery rates for materials contribute to increased consumption of landfill airspace. The Waste Strategy 2030 requires: All waste to be managed and/or disposed using better practice approaches by 2030.</p>			
WEROC Priority	<p><b>LOW</b> - Waste Authority better practice drop-off guidelines have been released (March 2022) and can be used as an informing document for this element. This item would not have a material impact on the usable life of any of the WEROC Landfills or cost of operation at this stage, however, relevant recommendations derived from the guidelines can be built into OMPs and service levels between Councils.</p>			
Shire of Merredin Priority/Comment	<p><b>LOW</b> – Although it is accepted that better practices would increase the life of the Merredin Landfill, the SoM believes that other action items will have a greater impact on the landfill usable life. Waste Authority better practice drop-off guidelines have been released (March 2022) and can be used as an informing document for this element, and where practicable built into OMPs and service levels between Councils.</p>			
	Internal delivery	Regional Waste Coordinator	Waste Consultant	
	<p>This work could be completed internally by each Council.</p>	<p>This work could be completed by a Waste Coordinator, or alternatively the Waste Coordinator would provide recommendations to WEROC Councils for implementation.</p>	<p>A Consultant may be able to complete a portion of this work in association with the development of site OMPs and/or Masterplans.</p>	

<b>Action:</b>	<b>4.4.1 - Feasibility of a regional waste team</b>		
<b>Target:</b>	<b>To assess the feasibility of a regional waste team</b>		
<b>Order:</b>	<b>17</b>	<b>Predecessors:</b>	<b>Nil</b>
		<b>Timeframe:</b>	<b>Medium-term</b>
Draft SWMP Priority	<p><b>MEDIUM</b> - Most of the officers are only able to devote a relatively small portion of their time to waste. This is problematic considering the industry's tightening environmental regulation and increasing community expectations for waste management. Demands on staff time for waste management activities will continue to grow as the expectation and need to provide more environmentally responsible waste management solutions increases.</p>		
WEROC Priority	<p><b>LOW</b> – Given the limited reference to regional WA in the Waste Strategy 2030, it is unlikely that significant increases to environmental regulations will occur in the short-term requiring additional resources (waste team). The success of a Regional Waste Coordinator would be the most appropriate first step to assess the potential benefit of forming a regional waste team. This should remain a priority consideration, however not in the immediate future.</p>		
Shire of Merredin Priority/ Comment	<p><b>LOW</b> – Following the completion of the short-term priorities, the SoM believe that the feasibility of a Regional Waste Coordinator should be explored before considering a regional waste team. Although the potential increase in regulatory requirements may require more resources to be allocated to waste management, the implementation of new landfill management software and conversion of satellite sites to transfer stations is expected to reduce current officers time allocated to data collection, management and reporting overall.</p>		
	Internal delivery	Regional Waste Coordinator	Waste Consultant
	To be completed internally.	Regional Waste Coordinator may provide input.	Not required.

<b>Action:</b>	<b>4.5.2 – Local markets for recovered materials</b>		
<b>Target:</b>	<b>To maximise the local procurement of recycled materials when feasible</b>		
<b>Order:</b>	<b>18</b>	<b>Predecessors:</b>	<b>Nil</b>
		<b>Timeframe:</b>	<b>Medium-term</b>
Draft SWMP Priority	<p><b>MEDIUM</b> - When recovered materials are 'exported' from the area to distant markets the 'value' of the material is lost from the local economy. Local Government has little or no control over the value or stability of distant markets. For example, the China Sword Policy has led to a collapse in the value of packaging recyclables. Low value – high volume materials such as concrete and organics require local markets, as the transport cost is too high in relation to the product's value.</p>		
WEROC Priority	<p><b>LOW</b> – A number of short-term actions to improve waste management across the WEROC region precede this action. Contamination of waste streams and costs associated with processing low value – high volume materials may be addressed with the implementation of improved waste management practices as part of the transition to two regional landfill sites. The WEROC Councils could also advocate for State Government funding support and waste infrastructure development to improve the feasibility of progressing this item.</p>		
Shire of Merredin Priority/ Comment	<p><b>LOW</b> – The SoM acknowledges the value in having the ability to process and use recycled materials such as crushed concrete locally. However, the suitable infrastructure and management practices would need to be established before the economic feasibility is assessed and this item is progressed. The two regional landfills of Southern Cross and Merredin can consider this in future as part of their overall Masterplans/OMPs / LCMPs.</p>		



Internal delivery	Regional Waste Coordinator	Waste Consultant
This work could be completed internally by each Council.	Regional Waste Coordinator would provide recommendations to WEROC Councils for implementation.	A Consultant could complete with a review of the relevant Waste Management Plans.

<b>Action:</b>	<b>4.2.6 – Minimise greenhouse gas emissions from landfill</b>				
<b>Target:</b>	<b>To minimise greenhouse gas emissions from landfill</b>				
<b>Order:</b>	<b>19</b>	<b>Predecessors:</b>	<b>Nil</b>	<b>Timeframe:</b>	<b>Medium-term</b>
Draft SWMP Priority	LOW - Due to the small size of landfills in the region, best practice management of landfill gas through collection and flaring is not viable, resulting in the uncontrolled emission of methane into the atmosphere.				
WEROC Priority	LOW – The number of actions required to ensure continued waste management across the WEROC region precede this action, and some elements have been identified as not currently viable. The two regional landfills of Southern Cross and Merredin can consider this in future as part of their overall Masterplans/OMPs / LCMPs.				
Shire of Merredin Priority/ Comment	LOW – Although SoM is supportive of the reduction of greenhouse gas emissions and has a number of initiatives in place to reduce the organisations carbon footprint, the SoM have a number of other priority waste and other sustainability actions to be completed before investigating this item further. Except for flaring, the SoM already has completed a significant number of the other elements of this item (eg: diversion of organic waste, and progressive site rehabilitation). ASK has identified one significant element of this action – flaring, as not currently viable, therefore SoM will keep a watching brief on the available technology for flaring, and review if the overall viability of this practice changes in the medium to long term.				
Internal delivery	Regional Waste Coordinator			Waste Consultant	
This work could be completed internally by each Council.	Regional Waste Coordinator would provide recommendations to WEROC Councils for implementation.			A Consultant could complete with a review of the relevant Waste Management Plans.	

To enable the timely establishment of two regional landfill sites and the ongoing improvement of waste management practices within the WEROC region, a confirmed funding model, priorities, and method of delivery are required. As outlined above, while all actions are supported, the order of priorities set within the WEROC SWMP do not always align with the operational priorities for WEROC.

The order of the priorities outlined in the table and shown in *Appendix 1 - Gantt Chart Proposed Revised Order of Works* is based on giving priority to actions which are critical for the consolidation of landfill sites and the ability for member Council's to complete the required works. As Merredin and Southern Cross are proposed to become regional landfill sites, it is more critical that they complete their respective actions in conjunction with, or before the other WEROC Councils. It should be noted that the order of completion outlined within the above table is based on the premise that a gate fee funding structure is adopted in the interim rather than a per capita funding model, with the Shires of Merredin and Yilgarn initially self-funding the relevant master planning stages. A gate fee model alongside fixed contract terms, is however likely to be the most appropriate option to be progressed once costs are determined, as this de-risks the commitment amongst all parties. It allows cost recovery to be built in and allows member Councils to potentially exit from the arrangements should there be a significant change in the assumptions of the services. This is explored further in the below section of this report. The key decision points of funding approach and the Regional Waste Coordinator are discussed further below.

## 5. Landfill Consolidation Options – Funding

The consolidation of existing WEROC landfill sites to two regional sites will require the allocation of resources (largely financial), to enable the delivery of the short-term priorities outlined within Table 4.1. Interdependencies exist between member Councils in terms of both the order of works and the funding, which would need to be managed effectively to enable the transition to two regional landfill sites and improved waste management within the region.

Additionally, both the contributions to, and derived benefits from, the implementation of the WEROC SWMP are not equitably distributed between member Councils in a way that recognises the required work, associated risks and capital requirements.

As such, it is essential that a suitable funding model be developed that addresses these considerations, which is well informed, and evidence based. It is also critical that funding considerations and discussions do not hold up the process, and the efficient delivery of priorities, as the consolidation of landfill sites is becoming time critical for some member Councils that need immediate operational options.

The following options have been derived from the draft SWMP developed by ASK Waste Management and existing practices in other regions.

### Option 1 – Per-capita funding model

A per capita funding model for waste management was proposed by ASK Waste Management within the LCA Report. This funding model would essentially divide the total predicted expenditure for waste management for the WEROC Councils between each of the Councils based on their population.

The predicted expenditure would ideally be based on the results of a whole of life cost analysis, which would include the operation of all the facilities and the transport of waste between the facilities. However, limited detail is provided within the report as to what point within the transition towards two regional landfills this model would be implemented and to how the model would enable the delivery of capital projects and operational decision making. Consideration would also need to be given to the generation of revenue at the two regional landfills.

This model would have the benefit of sharing logistics costs between all the WEROC Councils.

However, a number of priorities would need to be actioned to allow a whole of life cost analysis to be completed to inform the development of suitable per-capita fee. This would include the completion of Operational Management Plans (OMPs), Landfill Closure Management Plans (LCMPs), conversion of two regional landfill sites, and creation of regional waste management contracts (refer to Actions 1-11 in Table 4.1).

Considerations for a per-capita model include:

- Cost efficiencies may be derived from uniform timing of delivery of priorities across member Councils. However, this would require an agreed list of priorities and delivery approach as well as each member Council to be in the position to provide the necessary resources aligned with the project requirements.
- Decision making could be delayed, with any decisions that require unbudgeted funding, or the significant allocation of resources, requiring endorsement from WEROC delegates. This would likely be a regular occurrence as the short-term priorities largely consist of the development of planning documentation and implementation of operational changes which may be different for each Council.

- A per capita model may increase the ease of employing a Regional Waste Coordinator who could complete agreed capital projects and implement operational changes for each Council. However, this would be significant work for one person and may be beyond the skill set of a coordinator level position.
- The liability for each existing landfill site would remain with the respective WEROC Council even if associated works are completed by a Regional Waste Coordinator, with direction from WEROC. However, each Council may not have control over the prioritisation of risk mitigations and works. As such, group decisions on standards for facilities may introduce risk for some Councils.
- Any operational actions and improvement projects not highlighted within the SWMP would need to be endorsed by all WEROC member Councils, which may not have the equivalent incentive to agree, as once the initial operational imperatives have been dealt with, the liabilities and operational efficiencies are not shared (for example additional plant).
- Member Councils may have competing budget priorities or may be hampered with the lack of availability of waste specific reserves. Additionally, inputs would be required to be timed to align with budget processes and associated integrated planning and reporting framework inputs.

## Option 2 – Gate fee funding model

A gate funding model for waste management would involve the two proposed regional landfill sites to develop suitable gate fees for the acceptance of municipal waste from other WEROC Councils.

This is a similar model as those implemented at other existing regional landfill sites, including Northam. The model would mean that each WEROC Council is responsible for their own capital and operational costs associated with the transition to two regional landfills.

To enable this to occur, the Shires of Merredin and Yilgarn would need to develop OMPs and LCMPs to enable accurate whole-of-life cost analysis to be completed. However, to ensure the immediate operational needs for end-of-life sites could be supported, an interim gate fee could be developed based on existing operational expenditure at each of the sites.

This option would expediate the process of developing regional landfill sites and allow each WEROC Council to utilise the proposed regional landfill sites once they are at the appropriate planning stage, or to opt-out of the service should it be required.

Once developed, gate fees would be revisited at regular intervals to account for any changes in operational costs or changes to imposed regulatory requirements.

Considerations for a gate-fee model include:

- This option has the potential to expedite the delivery of the short-term SWMP priorities, reduced reporting requirements, and clear responsibilities with control over decision making directly tied to potential risks and liabilities.
- Shire of Merredin and Shire of Yilgarn may be required to contribute significant capital investment upfront which would not be shared between member Councils. The intent would be to revisit these once costs are understood as part of the planning phases and recover this initial investment with the adoption of suitable fees and charges which recognise the investment.
- Opportunities for flexibility in timing for the other WEROC Councils, so that sufficient resources and budgets can be allocated as needed.

- WEROC member Councils approaching a critical point in waste disposal capacity have to rely on the Shires of Merredin and Yilgarn to complete short-term SWMP priorities to enable the acceptance of waste, which is a potential risk, however, an interim gate fee and arrangements can be developed to reduce this risk. Of note, Shires of Merredin and Yilgarn can commence accepting waste at the point of becoming regional facilities. The transition of satellite sites from landfills to transfer stations, can occur later.
- A gate fee approach offers the ability to complete a number of priorities concurrently, prior to full costs being available, and although some priorities have predecessors, many items may be actioned independently of other WEROC Council as needed.

### Shire of Merredin Comment – Landfill Consolidation funding

The Shire of Merredin recommends the implementation of the gate fee funding model for the following reasons:

- Flexibility – This model would enable each Council to opt in and out as required. Additionally, the model allows each local government to pay for their own specific usage; whereas a per capita model would most likely be based on census data which would not account for changing populations and could be up to four years out of date. While there is some risk of Councils opting in and out increasing costs for other members (such as has been experienced with CEACA), this allows the two regional facilities to adjust gate fees if required. This flexibility also allows for changes to compliance to be adjusted for, or for any changes to the State Government Waste Strategy to be built in.
- Management – This model allows each WEROC Council to manage the timing and delivery of their own projects associated with the transition towards two regional landfill sites. It should be noted that this would not be the case for the Shires of Merredin and Yilgarn which would ideally need to complete all works, enabling them to accept municipal waste at a regional scale before the other Councils can convert their existing sites to transfer stations. Although the Shire of Merredin is looking to implement a number of improvement initiatives at the Merredin Landfill site, it is estimated that minimal work would be required to enable the acceptance of municipal waste from other WEROC Councils. The Shire of Merredin understands this is also the case for Southern Cross.
- Liability – Each WEROC Council would remain liable for their own waste sites and compliance to their operating licenses (where applicable) and any associated regulations under each model; however, each Council would have full control over the decision making around the management of their own sites.
- Costs – Each Council, would only be liable for the costs associated with the implementation of the actions that relate specifically to their sites or operations. This will enable each Council to stage works as required around competing business objectives, and those Councils with existing waste reserve funds can access them for this purpose. With the current macro-economic environment and increases in capital costs, appropriate phasing is a consideration which may deliver improved outcomes.
- Reduce delivery delays – This funding model is likely to be the fastest to be agreed, would expedite the transition towards two regional landfill sites, and enable each Council to complete their required respective capital works to commence transferring municipal waste without being dependent on other WEROC Councils (noting Merredin and Southern Cross would need to be in a position to accept waste from other Councils before any sites are converted to transfer stations).

- Hold Points – There is a number of potential hold points within the delivery of the SWMP priorities outlined within this report. A gate-fee funding model can be adopted in the interim with the Shires of Merredin and Yilgarn initially self-funding the relevant master planning stages following which a per-capita model may be reassessed. A gate fee model alongside fixed contract terms is however likely to be the most appropriate option to be progressed once costs are determined, as this de-risks the commitment amongst all parties. It allows cost recovery to be built in and allows member Councils to potentially exit from the arrangements should there be a significant change in the assumptions of the services.

In addition to the points outlined above, the potential critical disposal capacity situation faced by some of the WEROC member Councils, may mean it becomes necessary for Merredin and Southern Cross to temporarily accept municipal waste from other WEROC Councils until the transition to two regional landfill sites is complete. To facilitate this process, Merredin and Yilgarn should establish interim gate fees based on current operational expenditure and market research. This interim fee will ensure that the immediate operational needs for end-of-life sites can be supported. In the future, a more comprehensive and accurate gate fee that reflects the actual operating costs of the regional landfill sites will be developed following the completion of the planning phase and will take into account inputs from master planning documentation. This will include OMPs, LCMPs, and whole-of-life costs analysis while also considering potential changes in legislation, improved waste practices and initiatives, and resource recovery drivers. The Shire therefore supports a gate-fee funding model as it addresses the pressing needs of the WEROC Councils with limited disposal capacity, while allowing for the development of long-term planning documentation without delay.

## 6. Regional Waste Coordinator Options

The feasibility of a Regional Waste Coordinator was a priority action outlined within the draft SWMP with the intention that a Regional Waste Coordinator may be able to facilitate the implementation of the SWMP priorities and regional waste and recycling initiatives. However, a number of considerations for the implementation of a regional coordination role would need to be addressed, including the funding and employment model, location, reporting structure, and remuneration.

As part of the waste discussions, it has been noted, the allocation of resources to waste management is a challenge for many WEROC Councils, and each member Council may not have sufficient resources to complete all the SWMP actions internally, which makes this position of higher value. However, for the immediate deliverables required, as noted in Table 4.1, the actions sit primarily with works managers and consultants to develop the overarching documents and relevant costings. It is accepted that complex work is required, however, the complexities in the first 6 to 12 months would be managed by consultants.

As such while this position could deliver some project support in the short term, it is likely to have minimal impact, and require extensive administrative support from each Council. Additionally, the timing of the onboarding process may impact short-term actions; this may in turn delay Councils approaching a critical point in disposal capacity at existing landfill sites. To avoid this, the Shire of Merredin has considered alternative options for the scope and timing of the proposed role which are outlined below.

It should be noted that the feasibility of each option has been completed based on the assumption that a gate fee funding model is to be implemented for the consolidation of WEROC landfill sites into two regional landfill sites, located at Southern Cross and Merredin.

## Option 1 – Regional Waste Coordination (Technical and Engagement).

*Skill sets: Technical project management/waste operations and engagement.*

This option is the employment of a Regional Waste Coordinator position, to coordinate all priorities set out under the SWMP (technical and engagement), commencing immediately.

Considerations include:

- The Regional Waste Coordinator PD considered at the WEROC Board Meeting on 21 November 2022 included a range of different responsibilities and deliverables across both waste technical capabilities and community engagement that would require a very diverse skillset and background.
- The PD inferred that the Regional Waste Coordinator would be responsible for completing each of the priorities outlined within the SWMP. It should be noted that while a suitably qualified and experienced employee may be able to complete some of the actions, a number of the actions would still be required to be outsourced to suitable consultants/contractors, including Surveys, LCMPs, OMPs and any Master Planning to be completed. Additionally, the time-critical nature of some of the short-term actions may mean that the initial workload may be too great for one person.
- It should be noted that this option would result in the Regional Waste Coordinator primarily completing actions for the Shires of Merredin and Yilgarn for the first 12 to 18 months.
- Given the difficulty of hiring in the regions, it would be a significant challenge to secure the appropriate person to be able to achieve the set deliverables.
- Further discussion would be required around other considerations of the role including where the role would be located, the remuneration package, and what the reporting and management structure would look like, among others. These considerations would need to be resolved prior to the advertisement and onboarding being completed.

As such, this option is not recommended, and instead it is recommended a more focused PD and set of deliverables is developed for the role.

## Option 2 – Regional Waste Coordinator (Technical), and Consultant.

*Skill sets: Technical project management/operations.*

This option is the employment of a Regional Waste Coordinator position, to coordinate the short-term priorities set out under the SWMP, commencing immediately. As the short-term priorities are technical and project management, this would be the focus of the PD. Consultants would also be required to be engaged to complete some technical elements of the work, and the Works Manager at each respective Council is also likely to be required to provide support.

Considerations include:

- The Regional Waste Coordinator PD could be refined based on the agreed priorities set by WEROC, and tailored to target a Project Manager with experience in waste who would be able to complete capital projects and work with suitable consultants and contractors, to develop the required documentation to target the priorities for the first 18 months of the implementation of the SWMP and LCA Report.
- This option would mean that the Regional Waste Coordinator, in the short-term, would be responsible for the delivery of the OMPs, LCMPs, and complete whole-of-life costs analysis for

each site. A suitable consultant would still likely be engaged to develop the documentation associated with these priorities. Depending on the selected funding model for the consolidation of landfill sites, the role may also be responsible for the capital and operational improvements required for each site. In the medium term, this would include the conversion of satellite landfills to transfer stations. The role could also implement consistent data collection and assist with regional procurement and contracts following the completion of preceding actions.

- This option would likely exclude any waste education, community consultation, and potentially data collection. It should be noted that each WEROC Council would continue to be responsible for their own operational tasks in this scenario.
- To ensure each WEROC Council gets value for money from the role, priorities and timing would ideally need to be confirmed and budgets made available to complete the works prior to filling the role.
- It should be noted that this option would result in the Regional Waste Coordinator primarily completing actions for the Shires of Merredin and Yilgarn for the first 12 to 18 months.
- Similar to Option 1 further discussion would be required around other considerations of the role including where the role would be located, the remuneration package, and what the reporting and management structure would look like, among others. These considerations would need to be resolved prior to the advertisement and onboarding being completed.

Given the local input required from works managers to complete this and the potential to delay short-term priorities, this approach is not recommended.

### Option 3 – Regional Waste Coordinator (Engagement), and Consultant.

*Skill sets: Community engagement, and waste education.*

This option is the employment of a Regional Waste Coordinator position, to coordinate the priorities set out under the SWMP, commencing immediately. The focus and skills set would be community engagement with some project support. The short-term priorities are technical and project management, consultants would be required to complete these elements, and the Works Manager at each respective Council is also likely to be required to provide support.

Considerations include:

- The Regional Waste Coordinator PD could be refined based on the agreed priorities set by WEROC and tailored to target a Waste Education Officer with experience in waste education, community engagement, grant writing and data collection.
- This option would mean that some of the medium-term priorities could be brought forward, and the Regional Waste Coordinator could implement consistent data collection, waste education, and community engagement in the short-term, while being responsible for engaging a suitable consultant to complete the OMPs, LCMPs, and complete whole-of-life costs analysis for each site.
- In the medium-term the role could lead the conversion of satellite landfill sites to transfer stations, developing a scope of works utilising the scope outlined within the LCR Report. Additionally, the role could oversee the investigation and implementation of regional procurement and contracts. The skillset of the incumbent may also be better suited to grant writing.
- This arrangement would require each WEROC Council to deliver their own capital projects and continue to be responsible for their own operational tasks. Again, although not as critical as

in Option 2, it would still be important to confirm priorities and timing and make suitable budgets available either prior to or early following the onboarding of a Regional Waste Coordinator.

- The same consideration as option 1 and 2 would need to be made around employment conditions.

This option is recommended; however, it is not recommended for immediate progression.

#### Option 4 – delay appointment of Regional Waste Coordinator (Engagement), and Consultant.

*Skill sets: Community engagement, and waste education.*

This option is the employment of a Regional Waste Coordinator position, to coordinate the priorities set out under the SWMP, with a delayed commencement until the end of the short-term priorities of the overall implementation of the SWMP have been completed. The focus and skills set would be community engagement with some project support. The short-term priorities are technical and project management, would have previously been completely consultants with the Works Manager at each respective Council providing support.

Considerations include:

- While option 3 for a Regional Waste Coordinator with a community engagement and waste education focus is supported. The WEROC Councils need to consider if there is suitable budget and resources available across the region as well as sufficient time to complete the investigation, planning and decision-making around the overall funding model and the complexities of a Regional Waste Coordinator to enable priority actions 1 through to 8 to be completed in the next 12 to 18 months.
- Option 4 therefore allows priorities to be delivered concurrently, with each WEROC Council procuring consultant/contractor services to complete all operational and planning documentation and then leading the delivery of any projects which would enable the transition to two regional landfill sites. The Shires of Merredin and Yilgarn would have to ensure they have sufficient internal resources to organise and complete priorities 1 through to 8 within 12 to 18 months to enable the acceptance of municipal waste from the other WEROC Councils. Other WEROC member Councils would be able to time their associated works to align with their own requirements, priorities, budgets, and available resources.
- This option would again require priorities to be agreed by each WEROC Council, who would then be responsible for the coordination and management of all capital and operational tasks associated with their individual waste management practices. Suitable consultants would be engaged to complete the required planning documentation including OMPs and LCMPs.
- Temporary agreements could be made to accept municipal waste at either site in the prior to the completion of any capital or operational improvement works, based on interim estimated gate fees. This option would allow the WEROC Councils without regional landfill sites to complete works within their own timeframes.
- This option has the ability to define a number of hold points where the feasibility of a Regional Waste Coordinator and a suitable funding model could be reassessed. The recommended hold point to revisit the feasibility of the Regional Waste Coordinator is following the completion of any capital or operational improvement works to be carried out at the two regional landfill sites, but before the conversion of satellite sites to transfer stations.



- It should be noted that if the Regional Waste Coordinator is to be progressed prior to this point with a project management/operations skill set, for the first 12 to 18 months, they would be primarily working for the Shires of Merredin and Yilgarn.

This Option is recommended – as detailed below.

### Regional Waste Coordinator Recommendation

The Shire of Merredin consider that the most effective option to improve the speed of delivery of the project is to complete a number of the WEROC SWMP priority actions (as outlined in Table 4.1 above) before assessing the feasibility of a Regional Waste Coordinator.

Priority actions, 1 through to 8 may be completed internally, with the Shires of Merredin and Yilgarn taking the lead in the development of two regional landfill sites. The Regional Waste Coordinator role could then be reassessed following the completion of at least the planning and costings for the two regional landfill sites.

Using this approach, the role would have a greater focus on waste education, community engagement, grant writing and data collection, rather than the technical development and project management. By this stage there will be a clearer direction for the role and outcomes that the WEROC shires required from it.

Additionally, although Merredin is generally supportive of a Regional Waste Coordinator role in some form, it does not believe that a per-capita funding model is appropriate (depending on the scope of the role), as the benefits to each Council are not proportional to their respective populations. In this case, the Shire considers the funding for the role, if implemented, should be split evenly, with each member Council then being responsible for their own respective costs associated with the implementation of the SWMP priorities.

As per the LCA Report, these costs are potentially significantly greater for the Shires of Merredin and Yilgarn, however, Merredin and Yilgarn would not benefit from the works more than any other member Council. A balanced buy in with the Regional Waste Coordinator role keeps the role neutral to all Councils and means that no one Council should be getting a higher level of support (in terms of time and output) out of the role than others.

This recommendation is however, based on the assumption that a gate fee funding model is accepted for the consolidation of landfills by the other WEROC member Councils in at least the short-term. Should this not be the case, this recommendation may change.

## 7. Summary

Throughout this report, the Shire of Merredin has evaluated the priorities outlined within the WEROC SWMP and the LCA Report and supports the implementation of the recommendations made by ASK, however, has proposed a revised approach towards the order of implementation for WEROC's consideration.

The SWMP priorities have been evaluated against WEROC's short to long-term needs and have been ordered to achieve efficient and effective delivery of the immediate operational priorities. The recommended order of delivery can be seen in Table 4.1 which sets out a critical path for the achievement of the key elements under the waste operations category, to resolve the operational issues of end-of-life landfill facilities.

Two funding models have been explored to enable the consolidation of regional landfills and the implementation of the SWMP priorities to progress. This included:

1. A per-capita model, based on each Council's population and the total cost for waste management across the region; and
2. A gate fee model, which would require the two proposed regional landfill sites to develop suitable gate fees for the acceptance of municipal waste from other WEROC Councils.

It is recommended that a gate fee model is the preferred model, which offers greater flexibility to each Council and a level of surety to the two regional landfills. The model also has the potential to simplify and expedite the consolidation process across the capital works and planning elements required. Further details are provided in Section 5 of this report.

The feasibility of a Regional Waste Coordinator has also been explored. Four options were considered and detailed in Section 6. These included:

1. Option 1: Regional Waste Coordinator with diverse skill set in both project management, waste operations, waste education and community engagement for immediate implementation;
2. Option 2: Regional Waste Coordinator with project management and waste operations skillset for immediate implementation;
3. Option 3: Regional Waste Coordinator with waste education and community engagement skillset; and
4. Option 4: Regional Waste Coordinator with waste education and community engagement skillset to be evaluated following the completion of priority actions 1 to 8.

It is recommended that Option Four is adopted and the recruitment of a Regional Waste Coordinator is delayed, to be reassessed following the completion of a number of the SWMP priorities to better inform the requirements of the role.

In short, priority actions, 1 through to 8 (Table 4.1) may be completed internally, with the Shire of Merredin and the Shire of Yilgarn taking the lead in the development of two regional landfill sites. The Regional Waste Coordinator role could then be reassessed following the completion of the planning for the two regional landfill sites. Based on this approach, the role would be recommended to have a greater focus on waste education, community engagement, grant writing and data collection.

The recommendations made in this report were developed with interdependencies of each taken into consideration. If one or more of the recommendations outlined is not adopted by WEROC, the overall recommendation may need to be amended.

In summary, to commence the SWMP implementation, the Shires of Merredin and Yilgarn should each individually fund the required Landfill Masterplan with inputs completed by expert consultants independently with an agreed timeframe, and the costs should then be used to inform the funding model and discussion by WEROC prior to any required capital works being progressed. Generally, these input documents are elements that both sites should be progressing towards developing regardless of the progression of the regional approach as part of improving practices. The plans from the regional landfills will be inputs into the planning and costing for the transition of other sites from landfills to transfer stations.

Given the planning documents for the regional landfills will need to be completed by an expert consultant, and the scope development will be heavily led by the Works Manager at each respective Council, it is not recommended as part of the role for the Regional Waste Coordinator. As a result, the Regional Waste Coordinator is now recommended to be implemented later in the schedule, with a different skill set.

To address the immediate operational needs of end-of-life facilities, both the Shires of Merredin and Yilgarn should develop a gate fee for the acceptance of waste from other WEROC Shires. Facilities that are nearing end of life, can be converted later to transfer stations, and continue limited operations, with waste transfer able to commence almost immediately.

In terms of determining a funding model, the revised proposal would see the Shires of Merredin and Yilgarn initially self-fund the relevant master planning stages, so there is not an urgency to determine this now. A gate fee model alongside fixed contract terms is however likely to be the most appropriate option to be progressed once costs are determined, as this de-risks the commitment amongst all parties. It allows cost recovery to be built in and allows member Councils to potentially exit from the arrangements should there be a significant change in the assumptions of the services.

A new schedule of delivery for the SWMP priority actions has been developed which is believed to offer the most efficient and effective method of delivery, while considering WEROC member Councils available resources. The proposed schedule identifies the critical path and considers actions that have predecessors. This is shown in the WEROC SWMP Implementation Gantt Chart (*Appendix 1 - Gantt Chart Proposed Revised Order of Works*).

While the revised order of works only includes the actions identified in the SWMP, further interim actions also need to be progressed.

## 8. Recommendations:

In addition to the schedule of delivery which address the SWMP priority actions specifically, this report presents a set of recommendations with associated steps for the timely establishment of two regional landfill sites and the ongoing improvement of waste management practices within the WEROC region. The recommendations are based on the review and analysis of the current waste management challenges faced by WEROC member Councils.

To address these challenges, a confirmed funding model, priorities, and method of delivery are essential. As the priorities set forth within the WEROC SWMP may not always align with the operational priorities for WEROC, the Shire of Merredin has provided an alternative implementation plan.

The steps required to establish two regional landfill sites and improve waste management practices within the WEROC region have been detailed in Table 4.1 and further summarised below. Attached as *Appendix 1 - Gantt Chart Proposed Revised Order of Works* is a Gantt chart of the proposed revised order for the delivery of the WEROC SWMP priorities as a visual reference. While the revised order of works only includes the actions identified in the SWMP, further interim actions also need to be progressed. Therefore, recommended steps have been categorised into interim, short-term and medium-term actions.

### Interim:

Interim actions are required which are not included in *Appendix 1 - Gantt Chart Proposed Revised Order of Works*, to meet the immediate needs of those Councils with end-of-life facilities.

### Required interim steps are:

- WEROC to agree to support the general direction outlined within the WEROC SWMP and LCA Reports, subject to the changes proposed in this report.
- The Shires of Merredin and Yilgarn to develop an interim gate-fee within the next three months.
- Where Councils need a transfer option within the next 12 to 18 months, discussions held amongst WEROC CEOs and Avon Waste to consider the most effective operational model for collection and transfer of waste in the interim.

Interim Recommendations are that WEROC:

1. Endorse the WEROC Strategic Waste Management Plan, subject to:
  - a) Noting the inaccuracies in the waste generation data presented; and,
  - b) Accepting the proposed amendments to the implementation of the priorities outlined within the WEROC Waste Management Option Paper submitted by the Shire of Merredin (this report).
2. Endorse the WEROC Landfill Consolidation – Scenario Assessment Report and endorse *Option 2: implementation of two regional landfills located at Merredin and Southern Cross*, subject to;
  - a) Accepting the proposed amendments to the implementation of the priorities outlined within the WEROC Waste Management Option Paper submitted by the Shire of Merredin (this report); and
  - b) Note that with the change to a gate-fee model, each WEROC member Council will be responsible for the cost associated with the implementation of the priorities associated with their own waste management operations and sites.
3. Shires of Merredin and Yilgarn develop an interim gate fee to allow the disposal of municipal waste from WEROC member Councils with waste disposal capacity issues by April 2023.
4. Commence discussions with Avon Waste regarding interim operational options, including a review of kerbside collection days within the WEROC region to enable the efficient servicing of WEROC member Councils and disposal at one of the proposed regional landfill sites (April 23) to align with budget and fees and charges.

#### Short-term

Short-term actions are as identified in *Appendix 1 – Gantt Chart Proposed Revised Order of Works*, and are primarily focused on developing robust plans and costings to enable the implementation of two regional landfills. It should be noted that while the priority of some actions might not be high within the report - they may be a predecessor to some of the high priority actions. At the completion of the short-term actions, there is the option for the project to halt, or for individual local governments to exit, if the proposal is not considered viable or the preferred option.

Proposed actions are based on the assumption that WEROC will endorse the Shire of Merredin's position that the Regional Waste Coordinator role as defined in the PD developed by the WEROC EO is not feasible in its current form, and should be re-assessed following the completion of the short-term priority actions outlined within the report.

#### Required short-term steps are:

- Municipal waste from WEROC member Councils transitioning to transfer stations can be accepted at Merredin or Southern Cross landfill sites at any stage following the development of interim gate fees.
- Shire of Yilgarn and Shire of Merredin to complete master planning documentation (including OMPs, LCMPs etc) to inform operational and capital improvements and develop an accurate whole of life cost that can be used to establish an appropriate gate fee. This is to be self-funded by each Shire.
- Other WEROC Councils to complete LCMPs and OMPs, should suitable funding and internal resources be available. Again, these would be funded by each Shire.
- Assess funding model options for waste management across the WEROC region.

- Capital and operational improvement works are completed at Merredin and Southern Cross to establish two regional landfill sites.
- Each WEROC member Council should commence the process of aligning Strategic Community Plans and Corporate Business Plans within their normal business planning schedule.

Short-term Recommendations are that WEROC:

1. Implement actions 2 to 9 inclusive of *Appendix 1 – Gantt Chart Proposed Revised Order of Works*; and
2. Notes that;
  - a) The funding model for the Regional Waste Coordinator and relevant gate-fee will be developed during this phase of works, and will need to be agreed by the WEROC Councils prior to the implementation of any required capital works;
  - b) Some Councils may progress Action 10, should they have internal capability to do so; and
  - c) The Shires of Merredin and Yilgarn will be required to complete the short-term priority actions in advance of the other WEROC member Councils to enable the transition to two regional landfill sites.

Medium-term:

The medium-term actions are for the employment of the Regional Waste Coordinator, and the implementation of the remainder of the priority actions under the plan. While these elements may appear to be discretionary, it is recommended they are still considered high priority, as they will reduce the risk to the regional landfills and shared approach, and support the overall operational requirements.

Required medium-term steps are:

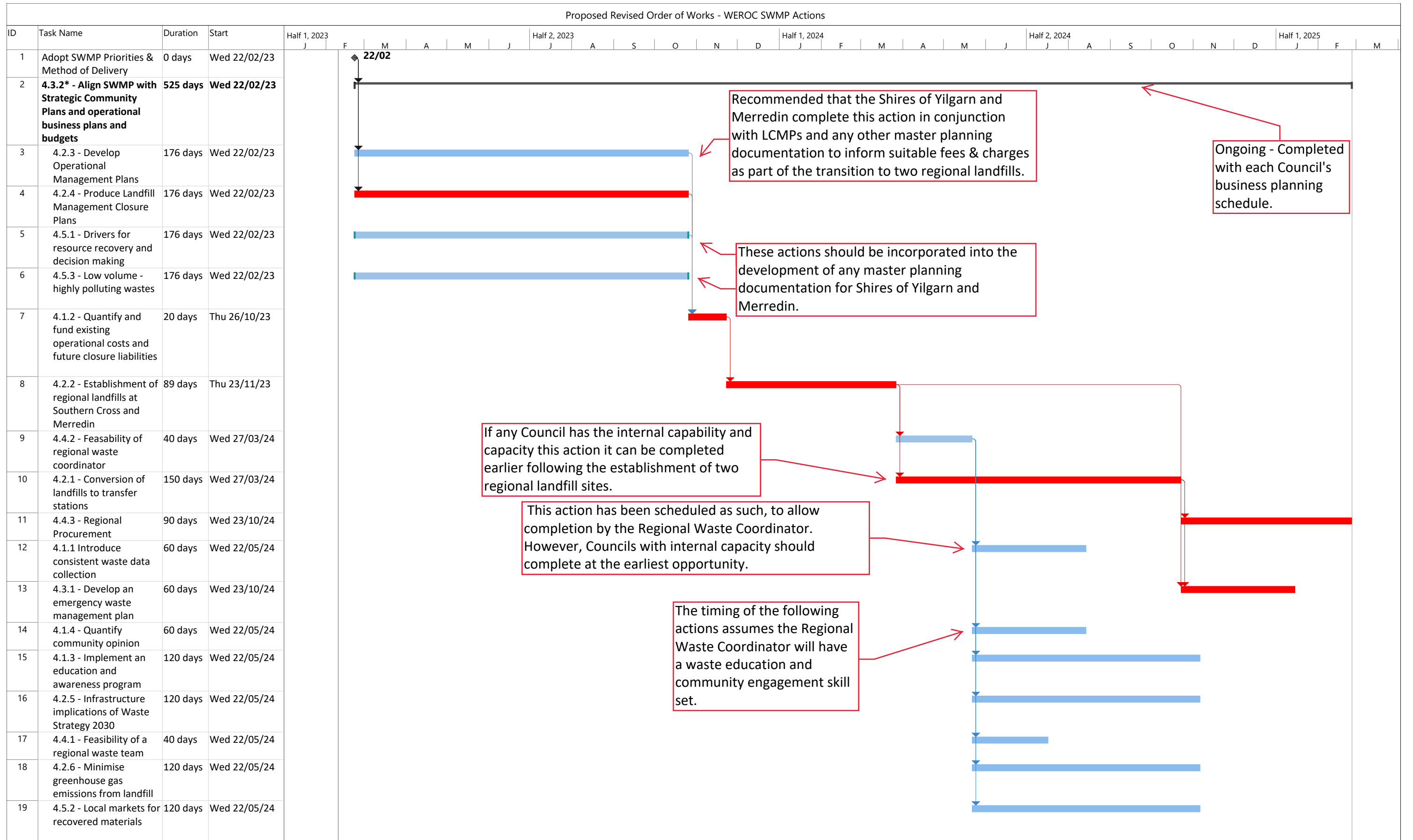
- The employment of a Regional Waste Coordinator. The Regional Waste Coordinator could be considered prior to the conversion of satellite sites. However, we feel that there is sufficient detail in the ASK LCA Report for either direct project management by member Councils or for impacted Councils to use the report to develop a scope of works for a consultant to implement.
- Explore opportunities for, and implement where appropriate, regional procurement and contracts.
- If not started prior, commence the implementation of consistent waste data collection across the WEROC region. It is strongly recommended that where member Councils have capacity and capability, this should be implemented as early as possible.
- If not started prior, commence community engagement and waste education. This process should include the quantification of community opinion.
- Evaluate suitability/requirements of a regional waste team.
- Review progress against WEROC SWMP priorities and set new actions and targets.

Medium-term Recommendations are that WEROC:

1. Implement actions 10-19 inclusive of *Appendix 1 – Gantt Chart Proposed Revised Order of Works*; and
2. Notes;
  - a) The employment of the Regional Waste Coordinator should be progressed prior to the commencement of these actions.
  - b) The Regional Waste Coordinator will review and update the SWMP and associated implementation plan for the review and endorsement of WEROC during this stage.

## Appendices

### Appendix 1 – Gantt Chart Proposed Revised Order of Works



Project: Gantt Chart - WEROC S  
Date: Fri 10/02/23

Task	Summary	Inactive Milestone	Duration-only	Start-only	External Milestone
Split	Project Summary	Inactive Summary	Manual Summary Rollup	Finish-only	Deadline
Milestone	Inactive Task	Manual Task	Manual Summary	External Tasks	Progress