

Shire of Wandering

Ordinary Council Meeting 18 May 2017

NOTICE OF MEETING

Dear Elected Member

The next ordinary council meeting of the Shire of Wandering will be held on Thursday 18 May 2017 in the Council Chambers, 22 Watts Street, Wandering commencing at 3.30pm.

Amanda O'Halloran
Chief Executive Officer

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Ordinary Council Meeting Agenda

1. DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS

2. RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE

3. DISCLOSURE OF INTERESTS

DECLARATION OF INTERESTS (NOTES FOR YOUR GUIDANCE) (*updated 13 March 2000*)

A member who has a Financial Interest in any matter to be discussed at a Council or Committee Meeting, which will be attended by the member, must disclose the nature of the interest:

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

A member, who makes a disclosure in respect to an interest, must not:

- (c) Preside at the part of the Meeting, relating to the matter or;
- (d) Participate in, or be present during any discussion or decision-making procedure relative to the matter, unless to the extent that the disclosing member is allowed to do so under Section 5.68 or Section 5.69 of the Local Government Act 1995.

NOTES ON FINANCIAL INTEREST (FOR YOUR GUIDANCE)

The following notes are a basic guide for Councillors when they are considering whether they have a Financial Interest in a matter. I intend to include these notes in each agenda for the time being so that Councillors may refresh their memory.

1. A Financial Interest requiring disclosure occurs when a Council decision might advantageously or detrimentally affect the Councillor or a person closely associated with the Councillor and is capable of being measured in money terms. There are exceptions in the Local Government Act 1995 but they should not be relied on without advice, unless the situation is very clear.
2. If a Councillor is a member of an Association (which is a Body Corporate) with not less than 10 members i.e. sporting, social, religious etc., and the Councillor is not a holder of office of profit or a guarantor, and has not leased land to or from the club, i.e. if the Councillor is an ordinary member of the Association, the Councillor has a common and not a financial interest in any matter to that Association.
3. If an interest is shared in common with a significant number of electors or ratepayers, then the obligation to disclose that interest does not arise. Each case needs to be considered.
4. If in doubt declare.
5. As stated in (b) above, if written notice disclosing the interest has not been given to the Chief Executive Officer before the meeting, then it **MUST** be given when the matter arises in the Agenda, and immediately before the matter is discussed.

6. Ordinarily the disclosing Councillor must leave the meeting room before discussion commences. The only exceptions are:
 - 6.1 Where the Councillor discloses the extent of the interest, and Council carries a motion under s.5.68(1)(b)(ii) or the Local Government Act; or
 - 6.2 Where the Minister allows the Councillor to participate under s5.69 (3) of the Local Government Act, with or without conditions.

INTERESTS AFFECTING IMPARTIALITY

DEFINITION: An interest that would give rise to a reasonable belief that the impartiality of the person having the interest would be adversely affected, but does not include an interest as referred to in Section 5.60 of the 'Act'.

A member who has an Interest Affecting Impartiality in any matter to be discussed at a Council or Committee Meeting, which will be attended by the member, must disclose the nature of the interest;

- (a) in a written notice given to the Chief Executive Officer before the Meeting; or
- (b) at the Meeting, immediately before the matter is discussed.

IMPACT OF AN IMPARTIALITY CLOSURE

There are very different outcomes resulting from disclosing an interest affecting impartiality compared to that of a financial interest. With the declaration of a financial interest, an elected member leaves the room and does not vote.

With the declaration of this new type of interest, the elected member stays in the room, participates in the debate and votes. In effect then, following disclosure of an interest affecting impartiality, the member's involvement in the Meeting continues as if no interest existed.

4. PUBLIC QUESTION TIME

5. APPLICATIONS FOR LEAVE OF ABSENCE

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE ORDINARY MEETING OF COUNCIL – 20 APRIL 2017

ATTACHMENT 6.1.1

7. ANNOUNCEMENTS BY THE PRESIDING PERSON WITHOUT DISCUSSION

8. PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS

9. REPORTS OF COMMITTEES

10. REPORTS OF OFFICERS

10.1 CHIEF EXECUTIVE OFFICER

10.1.1 USE OF COMMON SEAL AND ACTIONS PERFORMED UNDER DELEGATED AUTHORITY FOR THE MONTH OF APRIL 2017

FILE REFERENCE: 1.1.29.1

PROPOSERS: Nil

DISCLOSURE OF INTEREST: Nil

DATE: 3 May 2017

PREVIOUSLY BEFORE
COUNCIL: N/A

AUTHORS NAME &
POSITION: Amanda O'Halloran, CEO

NATURE OF COUNCIL'S ROLE IN THE MATTER:

- ☐ Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
- ☒ Executive The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
- ☐ Legislative Includes adopting local laws, local planning schemes and policies.
- ☐ Review When Council reviews decisions made by Officers.
- ☐ Quasi-judicial When Council determines an application/matter that directly affects a person's rights and interests. The judicial character arises from the obligation to abide by the principles of natural justice e.g. local planning applications, building permits, other permits/licences (e.g. under Health Act, Dog Act or local laws) and other decisions that may be appealable to the State Administrative Tribunal (SAT).

PURPOSE OF THE REPORT

The purpose of this agenda item is to report to Council for information, Use of the Common Seal and actions performed under delegated authority requiring referral to Council, for the month of April 2017.

BACKGROUND

Council has authorised the updated delegations register at the July 2016 Ordinary Meeting of Council. The procedure associated with the register is to report to Council the activities or actions that have been performed under the Delegated Authority. A report will be completed for Council at each meeting that identifies (1) use of the Common Seal, and (2) actions performed under the Delegated Authority requiring referral to Council as per the Shire of Wandering Delegated Authority Register 2016.

COMMENT/ DETAILS

Actions performed under delegation during April 2017 are provided below:

- **Food Stall Holders Licence:**
Nil
- **Planning Approval:**
A#227/DA17005 - Lot 18458 Ulbrich Road, Wandering – C Moore – Retrospective Planning for Single Dwelling
- **Building Licences Issued:**
A#359/BL169 1285 North Bannister Wandering Road, Wandering
- **Health:**
Nil
- **Payments:** Payments made from the Municipal Account as per financial report attached at 10.4.1 of this Agenda.

CONSULTATION

Planning and Building Specialists Shire of Kalamunda
Environmental Health Officer

STATUTORY/ LEGAL ENVIRONMENT

Local Government Act 1995 Section 9.49A

POLICY IMPLICATIONS

Affixing the Shire of Wandering Common Seal Policy
Shire of Wandering Delegations Register 2016
Purchasing and Tendering Policy

FINANCIAL IMPLICATIONS

Nil – all payments have been approved in the 2016/17 Annual Budget.

STRATEGIC IMPLICATIONS

Community Strategic Plan 2013-2023

Goal 5 – A strong and effective Organisation

Outcome 5.2: Accountable decision making and resource allocation through effective governance.

Strategy 5.2.1: Ensure the Council's decision making process is effective and transparent.

Strategy 5.2.2: Ensure that the organisation's governance structure, policies and procedures are current and relevant.

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council **ACCEPT** the report "Use of Common Seal and Actions Performed under Delegated Authority" for the month of April 2017.

10.1.2 INTEGRATED PLANNING AND REPORTING UPDATE

FILE REFERENCE: 1.1.20

PROPOSERS: Nil

DISCLOSURE OF INTEREST: Nil

DATE: 10 May 2017

PREVIOUSLY BEFORE COUNCIL: N/A

AUTHORS NAME & POSITION: Amanda O'Halloran, CEO

**NATURE OF COUNCIL'S
ROLE IN THE MATTER:**

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- ☒ Executive The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
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- ☐ Review When Council reviews decisions made by Officers.
- ☐ Quasi-judicial When Council determines an application/matter that directly affects a person's rights and interests. The judicial character arises from the obligation to abide by the principles of natural justice e.g. local planning applications, building permits, other permits/licences (e.g. under Health Act, Dog Act or local laws) and other decisions that may be appealable to the State Administrative Tribunal (SAT).

PURPOSE OF THE REPORT

To update Council on the status of the Shires Integrated Planning and reporting requirements, including the review of the 10 year Strategic Community Plan (SCP) and the Shires Corporate Business Plan (CBP).

BACKGROUND

In 2010, the Integrated Planning and Reporting (IPR) Framework and Guidelines were introduced in Western Australia (WA) as part of the State Government's Local Government Reform Program. All local governments were required to have their first suite of IPR documents in place by 1 July 2013.

IPR is a foundation of modern local government. Past reviews of local government in WA found serious performance and sustainability issues in the sector, in particular:

- Strategic planning systems that did not deliver accountable and measurable linkages between community aspirations, financial capacity and practical service delivery.
- Financial planning systems that failed to accurately demonstrate a local government's capacity to deliver services and manage assets that can sustain their communities into the future.

AGENDA FOR THE MEETING TO BE HELD 18 MAY 2017

- Asset management systems lacking the rigour of process and integrity of data to accurately reflect true asset management costs.
- General lack of a formal approach to workforce planning across the sector.

IPR addresses these concerns with processes to:

- Ensure community input is explicitly and reliably generated, and informs the long and medium term objectives of the local government.
- Develop plans to meet the objectives.
- Identify the resourcing required to deliver the plans and enable rigorous and transparent prioritisation within resource constraints before finalising the plans.

In addition, IPR aims to encourage local governments to:

- Link with and influence planning by others – including regional planning bodies, State and Federal agencies and community organisations – that also impact on community outcomes.

The IPR framework calls for a substantial review of the Councils documents every four years. The Shire of Wandering documents are due for this review in 2017.

COMMENT/ DETAILS

The Shire of Wandering has commenced its review of the Strategic Community Plan (SCP), Corporate Business Plan (CBP), Asset Management Plan, Long Term Financial Plan and Workforce Plan. These plans are due for review by the Department of Local Government and Communities by June 2017. The Shire is intending to have the full review and revising of the documents accordingly completed by 31 August 2017. This is a little later than anticipated, but with recent resourcing issues timelines have moved slightly. The Shire is confident the Department of Local Government and Communities will understand and support the Shire in its endeavours.

The Shire is employing a cost effective solution to the review of the plans with external work being undertaken by local contractors, who can deliver the work at a high standard and within the Councils limited resources to apply to the work required. Caroline Robertson from the Wheatbelt Business Network is providing services to support the community consultations and delivery of the SCP and the CBP. Steve O'Halloran of S.S Consultancy is providing services to support the delivery of the Asset Management Plan and Long Term Financial Plan. Both of these consultants are within Council's planned budget.

Community engagement is being carried out by Caroline Robinson from June through to July 2017. Under the Integrated Planning and Reporting Advisory Guidelines, the Shire is required to engage at least 10% of the Wandering community, and it should be conducted using at least two documented mechanisms. The Shire is using the following methods of engagement:

- Online and hard copy Survey
- Stakeholder meetings
- Telephone canvassing
- Face To Face Interview

The Shire is a very diverse and difficult to reach community that requires targeted communication strategies to ensure that the message is disseminated as far and as wide as possible. Therefore, the engagement is designed to be inclusive in order to engage different cultural groups, ages and genders. In addition, the engagement is aiming to be accessible in terms of timing, locations and ways to participate.

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The Shire is employing a number of communication methods to inform the community throughout the engagement period. These methods are: direct emails, Facebook, Shire of Wandering Website, ECHO newspaper, posters and mail letter drop. The Shire hopes to engage with as many as 100 residents and will enlist the support of Councillors and Staff to get the work out far and wide. It is hoped that Councillors will play a very active role in collecting feedback throughout the next couple of months.

The Shire is keen to understand the Communities aspirations in regards to –

- a) How well does the Council's Vision Statement describe your view of the future for the Shire of Wandering?
- b) What level of value does the community place on –
 - Land use and environmental priorities and focus
 - Community, social and cultural priorities and services
 - Organisational performance
 - Economic development strategies delivered by Council

ATTACHMENT 10.1.2.1 COMMUNITY ENGAGEMENT PLAN

ATTACHMENT 10.1.2.2 PROJECT PLAN

ATTACHMENT 10.1.2.3 INTEGRATED PLANNING AND REPORTING FRAMEWORK GUIDELINES 2016

The CEO will continue to provide an update to Council in the council meeting agenda until final sign off and delivery.

CONSULTATION

Wandering Shire Council

Caroline Robinson – Consultant

Steve O'Halloran – Consultant

STATUTORY/ LEGAL ENVIRONMENT

All local governments are required to plan for the future of their district under Section 5.56 (1) of the Local Government Act 1995. Regulations under Section 5.56(2) of the Act outline the minimum requirements to achieve this. Relevant sections of the legislation and regulations are included at Appendix 1. The minimum requirement of the plan for the future is the development of:

- A Strategic Community Plan; and
- A Corporate Business Plan.

The Advisory Standard published by the Department of Local Government and Communities refers to the minimum regulatory requirements as well as "Achieving", "Intermediate" and "Advanced" Standards of IPR performance. In the lead up to July 2013 when the IPR regulatory requirements came into effect, and since, it is expected that local governments are steadily working to meet the regulatory requirements.

Local governments are expected to be on a pathway of continuous improvement, moving steadily through Achieving, Intermediate or Advanced Standards of IPR.

The pathway will be different for each local government; the application of IPR needs to be commensurate with factors such as size, resourcing and circumstances. However, this shouldn't be confused with the standard of practice. There is no presumption that larger local governments will always be capable of higher standards or vice versa.

The Framework and Guidelines are aligned with nationally consistent practices and continue to highlight the iterative nature of the Integrated Planning and Reporting process.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil – all payments have been approved in the 2016/17 Annual Budget. The Shire is undertaking the majority of work in house in an effort to reduce the financial impost on Council and its budget, it needs to be understood however that this has a significant resourcing burden on the CEO. Other work and priorities will need to be sidelined during this time in an effort to meet the August 31 deadline and ensure compliance with statutory requirements.

STRATEGIC IMPLICATIONS

Community Strategic Plan 2013-2023

Goal 5 – A strong and effective Organisation

Outcome 5.2: Accountable decision making and resource allocation through effective governance.

Strategy 5.2.1: Ensure the Council's decision making process is effective and transparent.

Strategy 5.2.2: Ensure that the organisation's governance structure, policies and procedures are current and relevant.

Outcome 5.5 Implementation and Monitoring of effective integrated planning framework

Strategy 5.3.1: Develop and implement a Strategic Community Plan and Corporate Business plan

Strategy 5.3.2: Develop and implement other plans required by the integrated planning legislation

Strategy 5.3.3: Monitor the effectiveness and relevance of the plans

Strategy 5.3.4: Develop and implement a relevant performance management reporting for the Council

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council accepts the CEO's report regarding the status of the Shire of Wanderings Integrated Planning and Reporting plans and other documents in accordance with the Integrated Planning and Reporting Advisory Standard including the need for the:

1. Completion of a significant review of the Shire of Wanderings Strategic Community Plan 2013 - 2023 by 31 July 2016.
2. Updating of the remaining suite of Integrated Planning and Reporting plans by 31 August 2017, that includes the Shire's:
 - a. Corporate Business Plan
 - b. Long Term Financial Management Plan
 - c. Asset Management Plan and
 - d. Workforce Plan

10.2 BUILDING AND PLANNING REPORTS

Nil

10.3 COMMUNITY SERVICES REPORTS

Nil

10.4 CORPORATE SERVICES

10.4.1 FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 APRIL 2017

FILE REFERENCE: 10.1.16

PROPOSERS: Nil

DISCLOSURE OF INTEREST: Nil

DATE: 10 May 2017

PREVIOUSLY BEFORE
COUNCIL: N/A

AUTHORS NAME &
POSITION: Amanda O'Halloran CEO

NATURE OF COUNCIL'S ROLE IN THE MATTER:

- ☐ Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
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PURPOSE OF THE REPORT

In accordance with Regulation 34 of the *Local Government (Financial Management) Regulations 1996*, the Shire is to prepare a monthly Statement of Financial Activity for consideration by Council.

Monthly Financial Report, Payment Listing and Bank Reconciliations for the month of 30 April 2017 is presented for Council's consideration.

BACKGROUND

In accordance with Local Government (Financial Management) Regulation 1996 34(1), local governments are required to prepare each month, a statement of financial activity reporting on revenue and expenditure for the month in question.

The statement of financial activity is to be presented at an ordinary meeting of Council within two (2) months after the end of the month to which the statement relates.

COMMENT/ DETAILS

Council is requested to accept the Monthly Financial Report, Bank Reconciliations and List of payments for the period ended 30 April 2017, as presented.

Monthly Financial Report 30 April 2017	ATTACHMENT 10.4.1
List of Payments 30 April 2017	ATTACHMENT 10.4.1.1
Bank Reconciliations & Bank Statements (Muni A/C) 30 April 2017	ATTACHMENT 10.4.1.2
Bank Reconciliations & Bank Statements (Investment A/C) 30 April 2017	ATTACHMENT 10.4.1.3
Bank Reconciliations & Bank Statements (Trust A/C) 30 April 2017	ATTACHMENT 10.4.1.4
Credit Card Statement 30 April 2017	ATTACHMENT 10.4.1.5

CONSULTATION

Finance Officer
Finance Contractor

STATUTORY/ LEGAL ENVIRONMENT

Section 6.4 Local Government Act 1995, Part 6 – Financial Management, and regulation 34 Local Government (Financial Management) Regulation 1996.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Financial implications and performance to budget are reported to Council on a monthly basis.

STRATEGIC IMPLICATIONS

Community Strategic Plan 2013-2023

Goal 5 – A strong and Effective Organisation

Outcome 5.2: Accountable decision making and resource allocation through effective governance

Strategy 5.2.1: Ensure Council's decision making process is effective and transparent

Strategy 5.2.3: Ensure appropriate funds are available to implement current and future action plans

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council:

1. Endorse all cheque, EFT, BPay, salary & wages, transport payments, transfers to investments, credit card payments and other direct debits and transfers as listed from the Municipal and Trust Fund totalling \$194, 419.40 for the period ending 30 April 2017 respectively.
2. Receive the bank reconciliations & bank statements for the period ended 30 April 2017.
3. Receive the financial statements for the period ended 30 April 2017.

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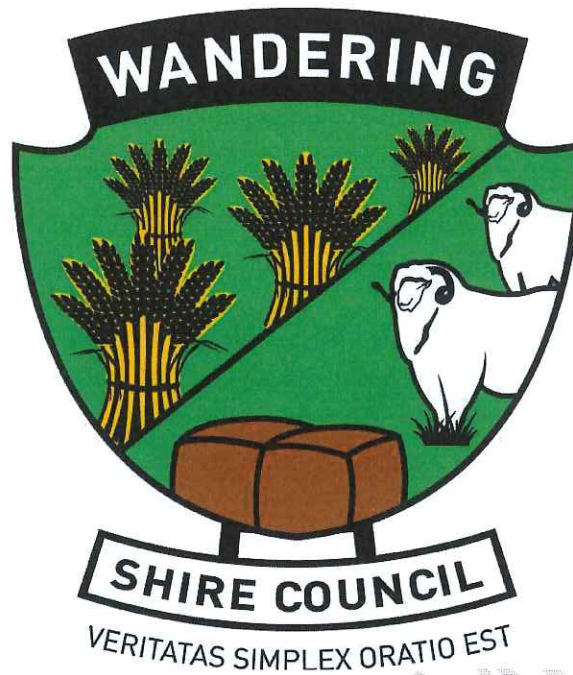
12 ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN
Nil

13 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING
Nil

14 CONFIDENTIAL ITEMS
Nil

15 TIME AND DATE OF NEXT MEETING
Next Ordinary Council meeting to be held on 15 June 2017 at 1:30pm.

16 CLOSURE OF MEETING



SHIRE OF WANDERING
MINUTES OF THE ORDINARY COUNCIL MEETING

**Wandering Shire Council Chambers, 22 Watts Street,
Wandering**

**20 April 2017
1.30pm**

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SHIRE OF WANDERING
ORDINARY MEETING OF
COUNCIL

Dear Councillor

Notice is hereby given that an Ordinary Meeting of Council of the Shire of Wandering will be held on 20 April 2017 at Shire of Wandering Council Chambers, 22 Watts Street, Wandering. Commencing at 1.30 pm

The business to be transacted is shown in the Agenda.

Amanda O'Halloran
CHIEF EXECUTIVE OFFICER

DISCLAIMER

The recommendations contained in the Agenda are subject to confirmation by Council. The Shire of Wandering warns that anyone who has any application lodged with Council must obtain and should only rely on written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by the Council in respect of the application. No responsibility whatsoever is implied or accepted by the Shire of Wandering for any act, omission or statement or intimation occurring during a Council meeting.

Ordinary Council Meeting

1. DECLARATION OF OPENING /ANNOUNCEMENT OF VISITORS

The Shire President, Cr B Whitely declared the meeting open at 1.32 pm

2. RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE

Councillors:

Cr B Whitely

President

Cr B Dowsett

Deputy President

Cr W Gowland

Cr J Price

Cr M Watts

Cr G Parsons

Cr C Ferguson

Staff:

Ms A O'Halloran

Chief Executive Officer

Mrs H Mark

Administration Officer

Visitors:

Nil

Apologies:

Nil

On Leave of Absence:

Nil

3. DISCLOSURE OF INTERESTS

Nil

DECLARATION OF INTERESTS (NOTES FOR YOUR GUIDANCE) (updated 13 March 2000)

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NOTES ON FINANCIAL INTEREST (FOR YOUR GUIDANCE)

The following notes are a basic guide for Councillors when they are considering whether they have a Financial Interest in a matter. I intend to include these notes in each agenda for the time being so that Councillors may refresh their memory.

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INTERESTS AFFECTING IMPARTIALITY

DEFINITION: An interest that would give rise to a reasonable belief that the impartiality of the person having the interest would be adversely affected, but does not include an interest as referred to in Section 5.60 of the 'Act'.

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IMPACT OF AN IMPARTIALITY CLOSURE

There are very different outcomes resulting from disclosing an interest affecting impartiality compared to that of a financial interest. With the declaration of a financial interest, an elected member leaves the room and does not vote.

With the declaration of this new type of interest, the elected member stays in the room, participates in the debate and votes. In effect then, following disclosure of an interest affecting impartiality, the member's involvement in the Meeting continues as if no interest existed.

4. PUBLIC QUESTION TIME

Cr Dowsett stated that he had been approached by a few ratepayers who are very concerned regarding the rubbish that has been seen flying out of trucks heading to the Suez waste plant. Rubbish is now building up along the highway and this is very concerning. Council discussed the issue and requested that the CEO send a letter regarding the issue to Suez Management.

5. APPLICATIONS FOR LEAVE OF ABSENCE

Nil

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE ORDINARY MEETING OF COUNCIL – 16 MARCH 2016

ATTACHMENT 6.1.1

COUNCIL DECISION – ITEM 6.1

MOVED: Cr Price

SECONDED: Cr Watts

That the minutes of the Ordinary Meeting of Council held on 16 March 2016, be confirmed as a true and accurate record.

CARRIED 7/0

7. ANNOUNCEMENTS BY THE PRESIDING PERSON WITHOUT DISCUSSION

Nil

8. PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS

Nil

9. REPORTS OF COUNCILLORS/COMMITTEES

Regional Road Group

Crs Whitely and Ferguson, Amanda O'Halloran, Rod Evenis and Brad Hunt attended

- Secondary Freight Route, funding from Councils required and application process was discussed at length.
- Flood Damage – and how the work can and will be carried out was discussed extensively
- 2017/18 Road allocations were signed off.
- Amanda, Rod and Brad attended training on road applications

Bush Fire Advisory Meeting

Cr Whitely attended (discussed in items 10.1.4 and 10.1.5)

Newmont Community Reference Group

Chaired by Cr Martin Glynn from Shire of Boddington. – Cr Watts attended

Dryandra Fauna for Farmers Meeting

Amanda attended

- Good turnout of neighbours and farmers
- Cat traps to be utilised more
- Commissioner for Endangered Species in attendance, Dryandra is getting increased focus and is an important opportunity for the Shire going forward.

10. REPORTS OF OFFICERS

10.1 CHIEF EXECUTIVE OFFICER

10.1.1 USE OF COMMON SEAL AND ACTIONS PERFORMED UNDER DELEGATED AUTHORITY FOR THE MONTH OF MARCH 2017

FILE REFERENCE: 1.1.29.1

PROPONENTS: Nil

DISCLOSURE OF INTEREST: Nil

DATE: 31 March 2017

PREVIOUSLY BEFORE COUNCIL: N/A

AUTHORS NAME & POSITION: Amanda O'Halloran, CEO

NATURE OF COUNCIL'S ROLE IN THE MATTER:

- ☐ Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
- ☒ Executive The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
- ☐ Legislative Includes adopting local laws, local planning schemes and policies.
- ☐ Review When Council reviews decisions made by Officers.
- ☐ Quasi-judicial When Council determines an application/matter that directly affects a person's rights and interests. The judicial character arises from the obligation to abide by the principles of natural justice e.g. local planning applications, building permits, other permits/licences (e.g. under Health Act, Dog Act or local laws) and other decisions that may be appealable to the State Administrative Tribunal (SAT).

PURPOSE OF THE REPORT

The purpose of this agenda item is to report to Council for information, Use of the Common Seal and actions performed under delegated authority requiring referral to Council, for the month of March 2017.

BACKGROUND

Council has authorised the updated delegations register at the July 2016 Ordinary Meeting of Council. The procedure associated with the register is to report to Council, the activities or actions that have been performed under the Delegated Authority. A report will be completed for Council at each meeting that identifies (1) use of the Common Seal and (2) actions performed under the Delegated Authority requiring referral to Council as per the Shire of Wandering Delegated Authority Register 2016.

COMMENT/ DETAILS

Actions performed under delegation during March 2017 are provided below:

- **Food Stall Holders Licence:**
Wandering P&C - Saturday 11th March – Cake Stall
Wandering Annual Fair – Saturday 11th March – Tea, Coffee, Water etc
CRC – Thursday 16th March – Community BBQ
- **Planning Approval:**
Nil
- **Building Licences Issued:**
A#456/BL168 - Lot 97 Echidna Close, Wandering – Daniel & Juliet Young – Shed
A#425/BL171 - 11 Humes Way, Wandering – Ben Pike – Single Dwelling
A#398/BL172 - Lot 24 Knight Road, Wandering – Barry Edwards – Single Dwelling
- **Health:**
Nil
- **Payments:** Payments made from the Municipal Account as per financial report attached at 10.4.1 of this Agenda.

CONSULTATION

Planning and Building Specialists Shire of Kalamunda
Environmental Health Officer – Shire of Wagin

STATUTORY/ LEGAL ENVIRONMENT

Local Government Act 1995 Section 9.49A

POLICY IMPLICATIONS

Affixing the Shire of Wandering Common Seal Policy
Shire of Wandering Delegations Register 2016
Purchasing and Tendering Policy

FINANCIAL IMPLICATIONS

Nil – all payments have been approved in the 2016/17 Annual Budget.

STRATEGIC IMPLICATIONS

Community Strategic Plan 2013-2023

Goal 5 – A strong and effective Organisation

Outcome 5.2: Accountable decision making and resource allocation through effective governance.

Strategy 5.2.1: Ensure the Council's decision making process is effective and transparent.

Strategy 5.2.2: Ensure that the organisation's governance structure, policies and procedures are current and relevant.

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council **ACCEPT** the report "Use of Common Seal and Actions Performed under Delegated Authority" for the month of March 2017.

COUNCIL DECISION – ITEM 10.1.1**MOVED: Cr Gowland****SECONDED: Cr Watts**

That Council **ACCEPT** the report "Use of Common Seal and Actions Performed under Delegated Authority" for the month of March 2017.

CARRIED 7/0**10.1.2 REQUEST FOR WAIVING OF HALL FOYER FEES TO OFFER COMMUNITY ACCESS TO TAI CHILL – CHI FIT CLASSES****FILE REFERENCE:** 10.1.7**PROPONENTS:** Lisa Boddy - Bizzy Bodies Fitness**DISCLOSURE OF INTEREST:** Nil**DATE:** 7 April 2017**PREVIOUSLY BEFORE COUNCIL:** N/A**AUTHORS NAME & POSITION:** Amanda O'Halloran, CEO**NATURE OF COUNCIL'S ROLE IN THE MATTER:**

- ☐ Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
- ☒ Executive The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
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- ☐ Review When Council reviews decisions made by Officers.
- ☐ Quasi-judicial When Council determines an application/matter that directly affects a person's rights and interests. The judicial character arises from the obligation to abide by the principles of natural justice e.g. local planning applications, building permits, other permits/licences (e.g. under Health Act, Dog Act or local laws) and other decisions that may be appealable to the State Administrative Tribunal (SAT).

PURPOSE OF THE REPORT

Bizzy Bodies Fitness, local fitness business has requested the waiving of the Community Centre foyer fees, to assist with the provision of services to the Wandering Community.

BACKGROUND

Bizzy Bodies Fitness has been operating in and around Wandering for 4 years. The business predominately provides fitness classes and healthy lifestyle advice. In this instance they are hoping to offer exercise classes to the Wandering Community for a six week block. Lisa Boddy the owner of the business has written to Council requesting that the hire fees of the Community Centre be waived to help make the classes viable. Bizzy Bodies Fitness is proposing to hold Tai Chill – Chi Fit Classes one night a week at 6pm for up to six weeks.

Tai Chill is a graceful form of exercise designed to improve health by harmonising the mind and body from within. It is low impact and puts minimal stress on the muscles and joints, making it generally safe for all ages and fitness levels. Wandering has limited opportunities for residents to access fitness classes with trained instructors and it is well documented that exercise is essential to a person's ongoing well-being. Seniors will be a target audience for these classes, which adds to the opportunities available to them to engage and be healthy.

COMMENT/ DETAILS

Council is being asked to donate the Community Centre hire fee of \$35 for a weekly session for 6 weeks as it is unlikely that participant numbers will be high. Lisa Boddy has stated in her correspondence that she is prepared to pay the fee if class numbers reached 10 participants or over. The Shire would expect that the foyer and toilets be left clean and tidy ready for use by others, so the Council doesn't incur any extra cleaning charges.

ATTACHMENT 10.1.2.1

Council has made provision in the budget to support community groups and health and lifestyle initiatives such as these. This cause is considered to meet the strategic implications of the Shires Strategic Community Plan in which particular emphasis is placed on increasing patronage of our facilities and supporting the provision of activities for the aged and community as a whole.

Council is therefore recommended to support this request.

CONSULTATION

Nil

STATUTORY/ LEGAL ENVIRONMENT

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Council has made provision for donations within the 2016/17 Budget. Furthermore, if Bizzy Bodies are directed to clean the areas utilised, then there will be no further cost to Council.

STRATEGIC IMPLICATIONS

Community Strategic Plan 2013-2023

Goal 1 – A community that is involved and caring

Outcome 1.1: Community Facilities that suit the community

Strategy 1.1.1: Promote community programs in the Community Centre to increase patronage

Outcome 1.2: A community that celebrates and participates together

Strategy 1.2.2: Actively promote and assist community groups and clubs

Outcome 1.3: A supportive and inclusive community for all ages

Strategy 1.3.3: Support and promote activities for the Aged

Goal 5 – A strong and effective Organisation

Outcome 5.2: Accountable decision making and resource allocation through effective governance.

Strategy 5.2.1: Ensure the Council's decision making process is effective and transparent.

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council **authorises**

1. The waiving of the Community Centre Foyer Fee for a six week block for the provision of Tai Chill classes to be provided by Bizzy Bodies Fitness should participant numbers not reach 10 per session.
2. Requests in return for the waiving of the fee that Bizzy Bodies Fitness maintains the foyer and the toilets to a clean standard, for immediate use by other groups.
3. Should participants reach 10 per session the Community Centre foyer fee of \$35.00 will be paid to Council.

COUNCIL DECISION – ITEM 10.1.2

MOVED: Cr Price

SECONDED: Cr Gowland

That Council **authorises**

1. The waiving of the Community Centre Foyer Fee for a six week block for the provision of Tai Chill classes to be provided by Bizzy Bodies Fitness should participant numbers not reach 10 per session.
2. Requests in return for the waiving of the fee that Bizzy Bodies Fitness maintains the foyer and the toilets to a clean standard, for immediate use by other groups.
3. Should participants reach 10 per session the Community Centre foyer fee of \$35.00 will be paid to Council.

CARRIED 5/2

10.1.3. ENDORSEMENT OF THE SHIRE OF WANDERING FIVE (5) YEAR ROAD REPLACEMENT PROGRAM

FILE REFERENCE: 33.1.12

PROPOSERS: Nil

DISCLOSURE OF INTEREST: Nil

DATE: 30 March 2017

PREVIOUSLY BEFORE COUNCIL: Nil

AUTHORS NAME & POSITION: Amanda O'Halloran
Chief Executive Officer

NATURE OF COUNCIL'S ROLE IN THE MATTER:

- ☐ Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
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PURPOSE OF THE REPORT

Council is requested to adopt, a five (5) year road construction and maintenance program to align with Council's Strategic, Asset Management and Long Term Financial Plans. The plan directs the CEO in regards to road applications, road counts, maintenance planning and associated budget allocation. The 2017 – 2022 plan is presented for Council's consideration and endorsement.

BACKGROUND

The Five (5) Year Road Replacement Program has been prepared to provide detailed information about the Shires Road construction projects planned over the next five years for the following program areas:

- Major Road Construction Program
- Road Preservation and Resurfacing Program
- Bridges Program
- General Maintenance

The Road Replacement Program has been developed to meet anticipated community infrastructure needs and the future development of the Shire with the strategic direction for the Program provided by the Long Term Financial Plan and the Shire of Wandering Strategic Community Plan.

Council has approved for construction only those projects listed in the first year of this (2017/18). All projects detailed in the consecutive years 2017/18 to 2021/22 are approved for listing in the Five Year Road Replacement Program.

It is essential for Council to reconfirm its ongoing road replacement priorities prior to the annual budget, this enables the administration to plan the annual budget and complete the following year's road applications for the Regional Road Group and Roads to Recovery Programs.

COMMENT/ DETAILS

Council have undertaken their annual road inspection in March 2017. The inspection takes in roads of interest, a review of current works undertaken or completed and gives Councillors an opportunity to have a firsthand view of the current condition of the roads to be able to make informed strategic decisions regarding ongoing construction and replacement.

This year there were a number of considerations to take into account:

- Flood Damage – The WANDARA event of February 2017 has had considerable impact on the Shires road network – this has made planning for the future complex. Condition assessments and application to the Emergency Disaster Fund are underway and once outcomes in this area are understood, detailed planning can be undertaken. If some areas are not eligible, replacement will come at Council's cost and this will impact future planning considerably. Ultimately this work will impact on Council's resources considerably and may effect what is achievable throughout the 2017/18 financial year. It is unclear at this stage whether this will essentially be a positive or less so impact.
- Secondary Freight Route – Council is working with the Regional Road Group to help get this project to funding submission/ business case ready status, again this will require financial and operational resources that may impact on our ability to deliver in other areas. This project however is vital to the Shire, which experiences considerable impact on the local road network by through traffic as there are no MRWA roads to push traffic on to, only a few shires face this difficulty throughout the North and South Regional Road Groups.

Sustainably funding the road network to meet the needs of industry and the community is a key issue for rural local governments in Western Australia. Council has identified a network of secondary roads that support secondary freight coming to the region and travelling through it. This network is often utilised by lime, grain and stock transporters. This project's ultimate objective is to assist Regional Road Groups Wheatbelt North and Wheatbelt South to make a case for capital funding contributions from the State and Federal Governments towards the costs of construction/upgrade of the Wheatbelt Secondary Freight Network.

The Shire of Wandering's key roads for consideration are documented in the plan – more analysis is required prior to final submission on the 30 April 2017.

- Nth Bannister Wandering, Wandering Pingelly and Wandering Narrogin Road – Increasing difficulty to keep up with the maintenance issues. This road is receiving more and more traffic. Trucks and cars travelling from Lake Grace, Wickiepin and further are increasing. The road has a number of failures and requires constant surveillance and up keep.

Taking the above factors into consideration and given that the Roads to Recovery allocation is returning to normal, The Shire Administration is of the opinion that it is necessary to apply for the full Regional Road Group allocation in an effort to keep up with the issues of the North Bannister Wandering, Pingelly Narrogin Road.

During the road inspection, Council was briefed on the plan for the road. The Shire would like to complete over the next two (2) years, the North Bannister Wandering sections of the road, in an effort to reduce the maintenance impost and need to grade shoulders etc. This will significantly reduce financial and operational resources during the winter grade and enable more time and effort to be directed to the smaller road network within the Shire.

The Shire Administration has also been in negotiations with MRWA Narrogin Bridge Team and has been negotiating a way forward for the upgrade of the necessary bridges in the region. The Five (5) year Road Replacement Plan has two significant bridge replacements identified over the next few years. This is positive work for the Shire, which will offer increased skills and training to the maintenance team, improve the Shire's road network, decrease the impost of bridge maintenance and help fund salaries and wages during the project. The Shire will take over the responsibility of the upgrades however as the bridges will be replaced with culverts, this is an initiative being undertaken across the state when the engineering allows.

The Five (5) year Road Replacement Plan presented has tried to take into consideration the best value for money options, ensuring that Rate Payers receive a positive return. The plan aims to ensure medium outcomes for many taking into consideration the diverse community that Wandering is. The Plan is presented for Council's endorsement.

ATTACHMENT 10.1.3.1

CONSULTATION

Wandering Shire Council
MRWA Narrogin and Northam Office Representatives
Regional Road Group
Roads to Recovery – Canberra Officers

STATUTORY/ LEGAL ENVIRONMENT

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Council makes allowances for road works under the Activity of Transport in each year's budget. The Five (5) Year Road Replacement Plan informs the budget process.

STRATEGIC IMPLICATIONS

Community Strategic Plan 2013-2023

Goal 4 – Infrastructure and services that are well planned and delivered.

Outcome 4.1: Infrastructure that is well constructed, maintained and utilised

Strategy 4.1.1: Maintain and further develop roads at appropriate standards

Strategy 4.1.2: Develop a strategy for the effective management of Shire owned land and buildings

Strategy 4.1.3: Ensure Shire facilities and buildings are maintained to agreed levels of service

Strategy 4.1.4: Develop asset management plans for all Shire infrastructure and assets that consider current and future needs and are linked to the Long Term Financial Plan

Goal 5 – A strong and effective Organisation

Outcome 5.1. Accessible customer services and information systems

Strategy 5.1.1: Promote and deliver responsive customer services

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council adopt the Five (5) year Road Replacement Plan as Attachment 10.1.3.1 of this Agenda and Minutes.

COUNCIL DECISION – ITEM 10.1.3

MOVED: Cr Ferguson

SECONDED: Cr Gowland

That Council adopt the Five (5) year Road Replacement Plan as Attachment 10.1.3.1 of this Agenda and Minutes, noting the removal of Ricks and Dwarda East in the secondary freight route.

CARRIED 7/0

10.1.4 BUSH FIRE ADVISORY COMMITTEE MINUTES

FILE REFERENCE: 4.1.1

PROPOSERS: Nil

DISCLOSURE OF INTEREST: Nil

DATE OF REPORT: 11 April 2017

PREVIOUSLY BEFORE COUNCIL: Nil

AUTHORS NAME & POSITION: Amanda O'Halloran, CEO

**NATURE OF COUNCILS
ROLE IN THE MATTER:**

- ☐ Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
- ☒ Executive The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

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PURPOSE OF THE REPORT

Council is requested to consider the minutes of the meeting of the Wandering Bush Fire Advisory Committee held on the 5 April 2017.

BACKGROUND

The Wandering Bush Fire Advisory Committee meets a minimum of twice a year to advise Council on matters relating to its responsibilities under the Bush Fire Act 1954.

COMMENT/DETAILS

The minutes of the meeting are generally self-explanatory however Council's attention is drawn to the following items of significance.

- Item 5.2 Bush Fire Notice to be reviewed and submitted to Council for endorsement at the May 2017 Council meeting to ensure that it can go out in rate notices.
- Item 6.0 Brigade reports and minutes of the Brigade AGM's
- Item 6.3 Appointment of a reserves working group to formulate a draft plan regarding reserve burn priorities for the specific brigades and Council throughout the Shire. The draft plan to be presented to the October Bush Fire Advisory Committee for further consideration, prior to formal presentation to the Shire there after...
- Item 7.0 Appointment of Bush Fire Control Officers will be covered in the next agenda item.
- Item 8.3 Firebreak workshops to be held – Time to be confirmed. Ian Turton is leading project. Aimed at increasing compliance, decreasing confusion.
- Item 8.4 Junior Deputy Chief Bush Fire Control Officer Position – The Committee requested that a formal motion be put to Council. Both Peter Monk CBFEO and Melvin Schorer DCBFEO are considering retiring from their current roles in the next year or so and currently there is no one coming up through the brigades to take on the role.

Motion: Advise Council of the need to have a Junior Deputy Bush Fire Control Officer.

Moved Melvin Schorer

Seconded Graeme Parsons

Carried

The Shire administration has reviewed the items for consideration and checked the matters against the legal and statutory considerations. All matters are relevant under the *Act*.

Further review of the matter of the junior/second Deputy Chief Bush Fire Control Officer has been undertaken

- a) It is possible for shires to appoint more than one Deputy.
- b) There is no prescribed criteria that needs to be met to justify more than one DCBFEO

- c) The Bush Fires Act 1954 empowers shires to establish and manage Bush Fire Brigades, appoint Chiefs (only one chief can be appointed) and Deputies
- d) The basis for these decisions for some shires have been the distribution of work (functional or geographic) with it not being unusual for larger shires to have more than one DCBFCO. Others have kept two as a post-merger arrangement and in one case the CEO has chosen to also be the DCBFCO
- e) Considerations – clear understanding of responsibilities and reporting relationships ensures the relevant DCBFCO is kept informed.
- f) Of the 29 LGAs in this region, 10 have more than one DCBFCO:
 - Broomehill – Tambellup – 2, Cranbrook – 2, Jerramungup – 2, Katanning – 2, Kent – 2, Lake Grace – 3, Narrogin – 2, Plantagenet -2, Ravensthorpe – 2, Wagin 2

Council will need to decide what is the most appropriate course of action for the Shire of Wandering.

The minutes of the meeting of the Shire of Wandering Bush Fire Advisory held on the 5 April 2017 to be received and the recommendations therein be adopted.

ATTACHMENT 10.1.4.1

CONSULTATION

Shire President

Codjatotine, Hastings, Wandering and Wandering Town Fire Brigade Representatives.

Area Officer Narrogin

STATUTORY/ LEGAL IMPLICATIONS

Bush Fires Act 1954

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Community Strategic Plan 2013-2023

Goal 5 – A strong and effective Organisation

Outcome 5.2: Accountable decision making and resource allocation through effective governance

Strategy 5.2.2: Ensure the organisation's governance structure, policies and procedures are current and relevant

VOTING REQUIREMENTS

Simple Majority

OFFICER RECOMMENDATION

That Council receives the minutes of the Bush Fire Advisory Committee Held on the 5 April 2017, and adopts the committee's recommendations.

1. It be recommended to Council that the following minutes be received and their comments noted:
 - a. Item 6.1 Minutes of the Annual General Meeting of the Wandering Town and Wandering Bush Fire Brigade
 - b. Item 6.2 Minutes of the Annual General Meeting of the Hastings Bush Fire Brigade
 - c. Item 6.3 Minutes of the Annual General Meeting of the Codjatotine Bush Fire Brigade

2. That it be recommended to Council that the following items be supported by the Shire and the CEO to provide support when required.
 - Item 5.2 Bush Fire Notice to be reviewed and submitted to Council for endorsement at the May 2017 Council meeting to ensure that it can go out in rate notices.
 - Item 6.3 Appointment of a reserves working group to formulate a draft plan regarding reserve burn priorities for the specific brigades and Council throughout the Shire. The draft plan to be presented to the October Bush Fire Advisory Committee for further consideration, prior to formal presentation to the Shire there after...
 - Item 7.0 Appointment of Bush Fire Control Officers will be covered in the next agenda item.
 - Item 8.3 Firebreak workshops to be held – Time to be confirmed. Ian Turton is leading project. Aimed at increasing compliance, decreasing confusion.
3. That Council endorses the Bush Fire Advisory Committees motion to appoint a Junior Deputy Bush Fire Control Officer, to support succession planning in the Shire of Wandering Brigades.
4. That the Council instructs the CEO to formalise the responsibilities and the reporting structures in accordance with the Bush Fires Act 1954.

COUNCIL DECISION – ITEM 10.1.4

MOVED: Cr Dowsett

SECONDED: Cr Parsons

That Council receives the minutes of the Bush Fire Advisory Committee Held on the 5 April 2017, and adopts the committee's recommendations.

1. It be recommended to Council that the following minutes be received and their comments noted:
 - a. Item 6.1 Minutes of the Annual General Meeting of the Wandering Town and Wandering Bush Fire Brigade
 - b. Item 6.2 Minutes of the Annual General Meeting of the Hastings Bush Fire Brigade
 - c. Item 6.3 Minutes of the Annual General Meeting of the Codjatonine Bush Fire Brigade
2. That it be recommended to Council that the following items be supported by the Shire and the CEO to provide support when required.
 - Item 5.2 Bush Fire Notice to be reviewed and submitted to Council for endorsement at the May 2017 Council meeting to ensure that it can go out in rate notices.
 - Item 6.3 Appointment of a reserves working group to formulate a draft plan regarding reserve burn priorities for the specific brigades and Council throughout the Shire. The draft plan to be presented to the October Bush Fire Advisory Committee for further consideration, prior to formal presentation to the Shire there after...
 - Item 7.0 Appointment of Bush Fire Control Officers will be covered in the next agenda item.
 - Item 8.3 Firebreak workshops to be held – Time to be confirmed. Ian Turton is leading project. Aimed at increasing compliance, decreasing confusion.

3. That Council endorses the Bush Fire Advisory Committees motion to appoint a Junior Deputy Bush Fire Control Officer, to support succession planning in the Shire of Wandering Brigades.
4. That the Council instructs the CEO to formalise the responsibilities and the reporting structures in accordance with the Bush Fires Act 1954.

CARRIED 7/0

10.1.5 APPOINTMENT OF BUSH FIRE CONTROL OFFICERS FOR THE SHIRE OF WANDERING

FILE REFERENCE: 4.1.1

PROPOSERS: Nil

DISCLOSURE OF INTEREST: Nil

DATE OF REPORT: 10 April 2017

PREVIOUSLY BEFORE COUNCIL: Nil

AUTHORS NAME & POSITION: Amanda O'Halloran, CEO

NATURE OF COUNCILS ROLE IN THE MATTER:

- | | |
|---|---|
| <input type="checkbox"/> Advocacy | When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency. |
| <input checked="" type="checkbox"/> Executive | The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets. |
| <input type="checkbox"/> Legislative | Includes adopting local laws, local planning schemes and policies. |
| <input type="checkbox"/> Review | When Council reviews decisions made by Officers. |

- ☐ Quasi-judicial When Council determines an application/matter that directly affects a person's rights and interests. The judicial character arises from the obligation to abide by the principles of natural justice e.g. local planning applications, building permits, other permits/licences (e.g. under Health Act, Dog Act or local laws) and other decisions that may be appealable to the State Administrative Tribunal (SAT).

PURPOSE OF THE REPORT

The Bush Fire Advisory Committee has recommended to Council that the Officers recommended within this report be appointed to the respective Bush Fire Control Positions.

BACKGROUND

The Wandering Bush Fire Advisory Committee meets a minimum of twice a year to advise Council on matters relating to its responsibilities under the Bush Fire Act 1954. The minutes of the 5 April 2017 meeting were presented in the previous report to Council – Item 10.1.4

ATTACHMENT 10.1.4.1

COMMENT/DETAILS

The Bush Fire Advisory Committee has recommended to Council that the following people be appointed to the respective Bush Fire Control positions, as indicated:

Chief Fire Control Officer	P Monk
Deputy Chief Fire Control Officer	M Schorer
Chief Fire Weather Officers	P Monk GR Parsons T Treasure
Deputy Fire Weather Officers	B Dowsett A O'Halloran A Watts
Vehicle Movement Ban Officers	P Monk GR Parsons T Treasure B Dowsett A Watts A O'Halloran
Clover Burning Permit Officers	P Monk A Turton
Fire Control Officers Hastings	GR Parsons – Permit to Burn A Watts C Ferguson R Bostock A Turton – Permit to Burn
Wandering	T Treasure – Permit to Burn T Hardie – Permit to Burn G White S Watts – Permit to Burn

Codjatotine

P Monk – Permit to Burn
M Schorer – Permit to Burn
D Warburton – Permit to Burn
B Hardie – Permit to Burn

Wandering Town

G Treasure
W Brand – Permit to Burn
S Brand
B Whitely

Dual Appointments

Brookton	GR Parsons
Brookton	P Monk
Pingelly	R Bostock
Pingelly	P Monk
Cuballing	P Monk
Boddington	T Hardie
Boddington	P Monk
Williams	T Hardie
Williams	P Monk

CONSULTATION

Codjatotine, Hastings, Wandering and Wandering Town Fire Brigade Representatives.
Shire President

STATUTORY/ LEGAL IMPLICATIONS

Section 38 of the Bush Fires Act provides that:

(1) A local government may from time to time appoint such persons as it thinks necessary to be its bush fire control officers under and for the purposes of this Act, and of those officers shall subject to section 38A

(a) Appoint 2 as the Chief Bush Fire Control Officer and the Deputy Chief Bush Fire Control Officer who shall be first and second in seniority of those officers, and subject thereto may determine the respective seniority of the other bush fire control officers appointed by it.

(2) (a) The local government shall cause notice of an appointment made under the provisions of subsection (1) to be published at least once in a newspaper circulating in its district.

(c) The local government shall fill any vacancy occurring in the office of Chief Bush Fire Control Officer or Deputy Chief Bush Fire Control Officer within one month after the vacancy occurs and if the local government fails or neglects to do so within that time, the Authority may by notice in writing require the local government to appoint a person to the vacant office within one month after service on it of such notice.

(d) Where a local government that has been served with a notice pursuant to paragraph (c) fails or neglects to comply with the requirements of that notice, the Authority may appoint a person who is not a member of staff (as defined in the DFES Act) to the vacant office.

(e) A bush fire control officer appointed by a local government under the provisions of this section shall be issued with a certificate of appointment by the local government or, if he is appointed by the Authority, by the Authority.

(3) The local government may, in respect to bush fire control officers appointed under the provisions of this section, exercise so far as they can be made applicable the same powers as it may exercise in respect to its other officers, under the provisions of the Acts under which those other officers are appointed.

(4) A bush fire control officer appointed under the provisions of this section shall, subject to such directions as may be given by the local government and subject to this Act take such measures as appear to him to be necessary or expedient and practicable for —

(a) carrying out normal brigade activities;

(d) exercising an authority or carrying out a duty conferred or imposed upon him by any of the provisions of Part III;

(e) procuring the due observance by all persons of the provision of Part III.

(5) (a) A local government may issue directions to a bush fire control officer appointed by the local government, or to an officer of a bush fire brigade registered by the local government to burn, subject to the provisions of this Act, bush on, or at the margins of, streets, roads, and ways, under the care, control and management of the local government.

(b) The bush fire control officer, or officer of the bush fire brigade, may by authority of any directions so issued carry out the directions but subject to the provisions of this Act.

(c) The provisions of this subsection are not in derogation of those of subsection (4).

(6) (a) In this section — approved local government means a local government approved under paragraph by the Authority.

(b) If it appears to the Authority that the standard of efficiency of a local government in fire prevention and control justifies the Authority doing so, the Authority, by notice published in the Government Gazette —

(i) may approve the local government as one to which this subsection applies; and

(ii) may from time to time cancel or vary any previous approval given under this paragraph.

(c) An approved local government may appoint to the office of fire weather officer such number of senior bush fire control officers as it thinks necessary.

(ca) Where more than one fire weather officer is appointed by a local government the local government shall define a part of its district in which each fire weather officer shall have the exclusive right to exercise the power conferred by paragraph (h).

(cb) An approved local government may appoint one or more persons, as it thinks necessary, to be the deputy or deputies, as the case may be, of a fire weather officer appointed by the local government and where 2 or more deputies are so appointed they shall have seniority in the order determined by the local government.

(cc) Where the office of a fire weather officer is vacant or whilst the occupant is absent or unable to act in the discharge of the duties of the office, any deputy appointed in respect of that office under paragraph (cb) is, subject to paragraph (cd), entitled to act in the discharge of the duties of that office.

(cd) A deputy who is one of 2 or more deputies of a fire weather officer is not entitled to act in the discharge of the duties of the office of that fire weather officer if a deputy who has precedence over him in the order of seniority determined under paragraph (cb) is available and able to discharge those duties.

(d) The local government shall give notice of an appointment made under paragraph (c) or (cb) to the Authority and cause notice of the appointment to be published at least once in a newspaper circulating in its district and the Authority shall cause notice of the appointment to be published once in the Government Gazette.

(e) An approved local government may appoint a committee for the purpose of advising and assisting a fire weather officer or any deputy of a fire weather officer acting in the place of that officer under this subsection.

(f) Where a committee is appointed, a fire weather officer, or, as the case may be, a deputy of a fire weather officer while acting in the place of that officer, may exercise the authority conferred on him by paragraph (h), notwithstanding the advice and assistance tendered to him by the committee.

(g) The provisions of this subsection are not in derogation of those of any other subsection of this section.

(h) A fire weather officer of an approved local government, or a deputy of that fire weather officer while acting in the place of that officer, may authorise a person who has received a permit under section 18(6)(a), to burn the bush in the district of the local government notwithstanding that for any day, or any period of a day, specified in the notice the fire danger forecast issued by the Bureau of Meteorology in Perth, in respect to the locality where the bush proposed to be burnt is situated, is "catastrophic", "extreme", "severe" or "very high", and upon the authority being given the person, if he has otherwise complied with the conditions prescribed for the purposes of section 18, may burn the bush.

(i) This subsection does not authorise the burning of bush — (i) during the prohibited burning times; or

(ii) during the period in which, and in the area of the State in respect of which, a total fire ban is declared under section 22A to have effect.

Section 38A of the Bush Fires Act provides that:

(1) At the request of a local government the Authority may appoint a member of staff (as defined in the DFES Act) to be the Chief Bush Fire Control Officer for the district of that local government.

(2) Where a Chief Bush Fire Control Officer has been appointed under subsection (1) for a district the local government is not to appoint a Chief Bush Fire Control Officer under section 38(1).

(3) The provisions of this Act, other than section 38(3), (4) and (5) apply to and in relation to the Chief Bush Fire Control Officer appointed under this section as if he or she were a Chief Bush Fire Control Officer appointed under section 38 by the local government.

(4) Section 38(3), (4) and (5) apply to and in relation to the Chief Bush Fire Control Officer appointed under this section as if —

(a) he or she were a Chief Bush Fire Control Officer appointed under section 38 by the local government; and

(b) the references in those subsections to the local government were references to the Authority.

Section 40 of the Bush Fires Act provides that:

(1) Two or more local governments may by agreement join in appointing, employing and remunerating bush fire control officers for the purposes of this Act.

(2) Bush fire control officers so appointed may exercise their powers and authorities and shall perform their duties under this Act in each and every one of the districts of the local governments which have joined in appointing them.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Community Strategic Plan 2013-2023

Goal 5 – A strong and effective Organisation

Outcome 5.2: Accountable decision making and resource allocation through effective governance

Strategy 5.2.2: Ensure the organisation's governance structure, policies and procedures are current and relevant

VOTING REQUIREMENTS

Simple Majority

OFFICER RECOMMENDATION

That Council authorise the recommendations from the Shire of Wandering Bush Fire Advisory Committee to appoint the following officers to the nominated positions and direct the CEO to advertise in accordance with the Act

Chief Fire Control Officer	P Monk
Deputy Chief Fire Control Officer	M Schorer
Chief Fire Weather Officers	P Monk GR Parsons T Treasure
Deputy Fire Weather Officers	B Dowsett A O'Halloran A Watts
Vehicle Movement Ban Officers	P Monk GR Parsons T Treasure B Dowsett A Watts A O'Halloran
Clover Burning Permit Officers	P Monk A Turton

Fire Control Officers

Hastings

GR Parsons – Permit to Burn
A Watts
C Ferguson
R Bostock
A Turton – Permit to Burn

Wandering

T Treasure – Permit to Burn
T Hardie – Permit to Burn
G White
S Watts – Permit to Burn

Codjatoine

P Monk – Permit to Burn
M Schorer – Permit to Burn
D Warburton – Permit to Burn
B Hardie – Permit to Burn

Wandering Town

G Treasure
W Brand – Permit to Burn
S Brand
B Whitely

Dual Appointments

Brookton

GR Parsons

Brookton

P Monk

Pingelly

R Bostock

Pingelly

P Monk

Cuballing

P Monk

Boddington

T Hardie

Boddington

P Monk

Williams

T Hardie

Williams

P Monk

COUNCIL DECISION – ITEM 10.1.4

MOVED: Cr Parsons

SECONDED: Cr Ferguson

That Council authorise the recommendations from the Shire of Wandering Bush Fire Advisory Committee to appoint the following officers to the nominated positions and direct the CEO to advertise in accordance with the Act

Chief Fire Control Officer

P Monk

Deputy Chief Fire Control Officer

M Schorer

Chief Fire Weather Officers

P Monk
GR Parsons
T Treasure

Deputy Fire Weather Officers

B Dowsett
A O'Halloran
A Watts

Vehicle Movement Ban Officers

P Monk
GR Parsons
T Treasure
B Dowsett
A Watts
A O'Halloran

Clover Burning Permit Officers

P Monk
A Turton

Fire Control Officers

Hastings

GR Parsons – Permit to Burn
A Watts
C Ferguson
R Bostock
A Turton – Permit to Burn

Wandering

T Treasure – Permit to Burn
T Hardie – Permit to Burn
G White
S Watts – Permit to Burn

Codjatotine

P Monk – Permit to Burn
M Schorer – Permit to Burn
D Warburton – Permit to Burn
B Hardie – Permit to Burn

Wandering Town

G Treasure
W Brand – Permit to Burn
S Brand
B Whitely

Dual Appointments

Brookton

GR Parsons

Brookton

P Monk

Pingelly

R Bostock

Pingelly

P Monk

Cuballing

P Monk

Boddington

T Hardie

Boddington

P Monk

Williams

T Hardie

Williams

P Monk

CARRIED 7/0

10.2 BUILDING AND PLANNING REPORTS

Nil

10.3 COMMUNITY SERVICES REPORTS

Nil

10.4 CORPORATE SERVICES

10.4.1 FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 MARCH 2017

FILE REFERENCE: 10.1.16

PROPONENTS: Nil

DISCLOSURE OF INTEREST: Nil

DATE: 10 March 2017

PREVIOUSLY BEFORE COUNCIL: N/A

AUTHORS NAME & POSITION: Amanda O'Halloran CEO

NATURE OF COUNCIL'S ROLE IN THE MATTER:

- ☐ Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
- ☒ Executive The substantial direction setting and oversight role of the Council e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.
- ☐ Legislative Includes adopting local laws, local planning schemes and policies.
- ☐ Review When Council reviews decisions made by Officers.
- ☐ Quasi-judicial When Council determines an application/matter that directly affects a person's rights and interests. The judicial character arises from the obligation to abide by the principles of natural justice e.g. local planning applications, building permits, other permits/licences (e.g. under Health Act, Dog Act or local laws) and other decisions that may be appealable to the State Administrative Tribunal (SAT).

PURPOSE OF THE REPORT

In accordance with Regulation 34 of the *Local Government (Financial Management) Regulations 1996*, the Shire is to prepare a monthly Statement of Financial Activity for consideration by Council.

Monthly Financial Report, Payment Listing and Bank Reconciliations for the month of 31 March 2017 is presented for Council's consideration.

The statement of financial activity is to be presented at an ordinary meeting of Council within two (2) months after the end of the month to which the statement relates.

COMMENT/ DETAILS

Council is requested to accept the Monthly Financial Report, Bank Reconciliations and List of payments for the period ended 31 March 2017, as presented.

Monthly Financial Report 31 March 2017

ATTACHMENT 10.4.1

List of Payments 31 March 2017

ATTACHMENT 10.4.1.1

Bank Reconciliations & Bank Statements (Muni A/C) 31 March 2017

ATTACHMENT 10.4.1.2

Bank Reconciliations & Bank Statements (Investment A/C) 31 March 2017

ATTACHMENT 10.4.1.3

Bank Reconciliations & Bank Statements (Trust A/C) 31 March 2017

ATTACHMENT 10.4.1.4

Credit Card Statement 31 March 2017

ATTACHMENT 10.4.1.5

CONSULTATION

Chief Executive Officer
Finance Officer
Finance Contractor

STATUTORY/ LEGAL ENVIRONMENT

Section 6.4 Local Government Act 1995, Part 6 – Financial Management, and regulation 34 Local Government (Financial Management) Regulation 1996.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Financial implications and performance to budget are reported to Council on a monthly basis.

STRATEGIC IMPLICATIONS

Community Strategic Plan 2013-2023

Goal 5 – A strong and Effective Organisation

Outcome 5.2: Accountable decision making and resource allocation through effective governance

Strategy 5.2.1: Ensure Council's decision making process is effective and transparent

Strategy 5.2.3: Ensure appropriate funds are available to implement current and future action plans

VOTING REQUIREMENT

Simple Majority

OFFICER RECOMMENDATION

That Council:

1. Endorse all cheque, EFT, BPay, salary & wages, transport payments, transfers to investments, credit card payments and other direct debits and transfers as listed from the Municipal and Trust Fund totalling \$306,367.64 for the period ending 31 March 2017 respectively.
2. Receive the bank reconciliations & bank statements for the period ended 31 March 2017.
3. Receive the financial statements for the period ended 31 March 2017.

COUNCIL DECISION – ITEM 10.4.1

MOVED: Cr Dowsett

SECONDED: Cr Watts

That Council:

1. Endorse all cheque, EFT, BPay, salary & wages, transport payments, transfers to investments, credit card payments and other direct debits and transfers as listed from the Municipal and Trust Fund totalling \$306,367.64 for the period ending 31 March 2017 respectively.
2. Receive the bank reconciliations & bank statements for the period ended 31 March 2017.
3. Receive the financial statements for the period ended 31 March 2017.

CARRIED 7/0

12 ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

13 NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING

COUNCIL DECISION – ITEM 13.1

MOVED: Cr

SECONDED: Cr

That Council considers Item 13.2 – FINANCIAL SERVICES... as new business of an urgent nature

Moved: Cr Dowsett

Sec: Cr Price

CARRIED 7/0

13.2 FINANCIAL SERVICES

CEO and Council reviewed Senior Finance Service provision to be provided to Shire of Wandering on an ongoing basis. Contract and Shared services with Pingelly were discussed with the following decision being undertaken.

COUNCIL DECISION – ITEM 13.2

That Council endorses a shared finance manager with Pingelly Shire with the following considerations

- a) salary and oncosts to \$75,000 pa
- b) Negotiate provision of car – up to \$17,000.00 once off purchase
- c) minimum 3 days per week, 12 days per month service to be provided to Wandering in agreement.

MOVED: Cr Ferguson

SECONDED: Cr Gowland

CARRIED 5/2

14 CONFIDENTIAL ITEMS

Nil

15 TIME AND DATE OF NEXT MEETING

Next Ordinary Council meeting to be held on 18 May 2017 at 1:30pm.

16 CLOSURE OF MEETING

Declared the meeting closed at 2.11 pm

**These Minutes were confirmed at the Ordinary Council Meeting
on Thursday 18 May 2016.**

Signed:

Presiding Person at the meeting at which the minutes were confirmed

Date:

Shire of Wandering
STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017



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Statement of Financial Activity

Note 1	Significant Accounting Policies
Note 2	Graphical Representation
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Note 5	Major Variances
Note 6	Budget Amendments
Note 7	Receivables
Note 8	Grants and Contributions
Note 9	Cash Backed Reserves
Note 10	Capital Disposals and Acquisitions
Note 11	Trust

Shire of Wandering
STATEMENT OF FINANCIAL ACTIVITY
(By Function & Activity)
For the Period Ended 30 April 2017

FM Reg
34(1)(a)

FM Reg
34(1)(b)

FM Reg
34(1)(c)

FM Reg 34(1)(d)
FM Reg 34(5)

	Note	Current Budget 4	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a) Note 3	Var. % (b)-(a)/(b) Note 3	Var.
Net current assets at the start of financial year - surplus/(deficit)	5.1	47,739	47,733	47,739			
Revenue from operating activities (excluding rates)			\$	\$	\$	%	
General Purpose Funding		648,450	473,282	475,003	1,721	0.36%	▲
Law, Order and Public Safety		30,060	33,675	36,429	2,754	7.56%	▲
Health		2,000	1,670	1,867	197	10.55%	▲
Housing		36,051	30,040	29,557	(483)	(1.63%)	▼
Community Amenities		46,534	43,080	43,001	(79)	(0.18%)	▼
Recreation and Culture		1,973	1,640	1,065	(575)	(54.02%)	▼
Transport		500	332	521	189	36.25%	▲
Economic Services		730,480	636,069	651,926	15,857	2.43%	▲
Other Property and Services		54,412	42,180	58,040	15,860	27.33%	▲
Total		1,550,460	1,261,968	1,297,408			
Expenditure from operating activities	5.2						
General Purpose Funding		(87,276)	(68,140)	(59,629)	8,511	14.27%	▼
Governance		(151,712)	(130,597)	(146,929)	(16,332)	(11.12%)	▲
Law, Order and Public Safety		(163,256)	(134,643)	(126,463)	8,180	6.47%	▼
Health		(31,374)	(26,172)	(26,776)	(604)	(2.26%)	▲
Education and Welfare		(4,124)	(3,410)	(980)	2,430	248.02%	▼
Housing		(54,974)	(44,524)	(43,353)	1,171	2.70%	▼
Community Amenities		(214,876)	(180,541)	(154,379)	26,162	16.95%	▼
Recreation and Culture		(158,095)	(137,922)	(135,100)	2,823	2.09%	▼
Transport		(818,575)	(676,937)	(668,329)	8,608	1.29%	▼
Economic Services		(996,283)	(813,434)	(741,219)	72,215	9.74%	▼
Other Property and Services		(27,629)	(39,393)	(81,024)	(41,631)	(51.38%)	▲
Total		(2,708,175)	(2,255,713)	(2,184,181)			
Funding Balance Adjustment							
Add back Depreciation		704,934	587,400	583,181	4,219	0.72%	▼
Adjust (Profit)/Loss on Asset Disposal		30,125	15,500	40,921	(25,421)	(62.12%)	▲
		0	0	0	0		
Net Operating (Ex. Rates)		(422,656)	(390,845)	(262,671)			
Investing activities	5.3						
Non Operating Grants, Subsidies & Contribution		930,914	838,660	681,463	(157,197)	(23.07%)	▼
Proceeds from Disposal of Assets		59,503	59,503	105,269	45,766	43.48%	▲
Purchase Property, Plant and Equipment		(216,009)	(206,207)	(235,455)	(29,248)	(12.42%)	▲
Purchase and construction of infrastructure		(1,350,216)	(1,178,431)	(649,595)	528,836	81.41%	▼
Net Investing Activities		(575,808)	(486,475)	(98,319)			
Financing activities	5.4						
Proceeds from self supporting loans		1,250	0	0	0		
Transfers from cash backed reserves (restricted assets)		66,233	0	0	0		
Repayment of debentures		(68,247)	(68,247)	(68,247)	(0)	(0.00%)	
Transfers to cash backed reserves (restricted assets)		(2,559)	(2,559)	(3,086)	(527)		
Net Financing Activities		(3,323)	(70,806)	(71,334)			
Net Capital		(579,131)	(557,281)	(169,652)			
Total Net Operating + Capital		(1,001,787)	(948,126)	(432,323)	0		
Rate Revenue		869,534	869,485	873,193	3,708	0.42%	▲
Closing Funding Surplus(Deficit)		(84,514)	(30,908)	488,609			

Shire of Wandering
STATEMENT OF FINANCIAL ACTIVITY
(Nature & Type)
For the Period Ended 30 April 2017

FM Reg
34(1)(a)

FM Reg
34(1)(b)

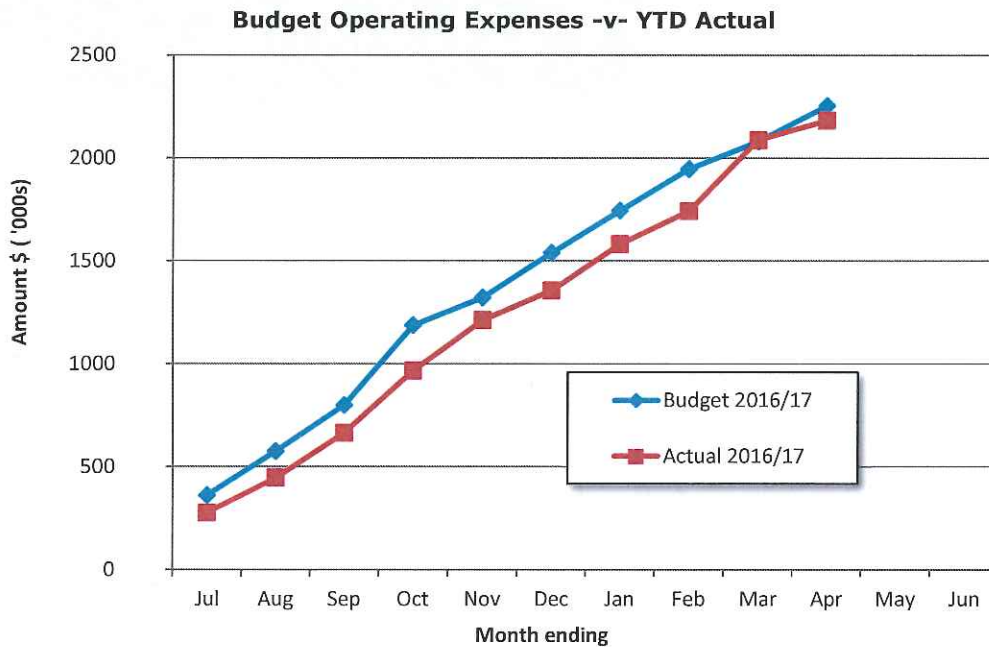
FM Reg
34(1)(c)

FM Reg 34(1)(d)
FM Reg 34(5)

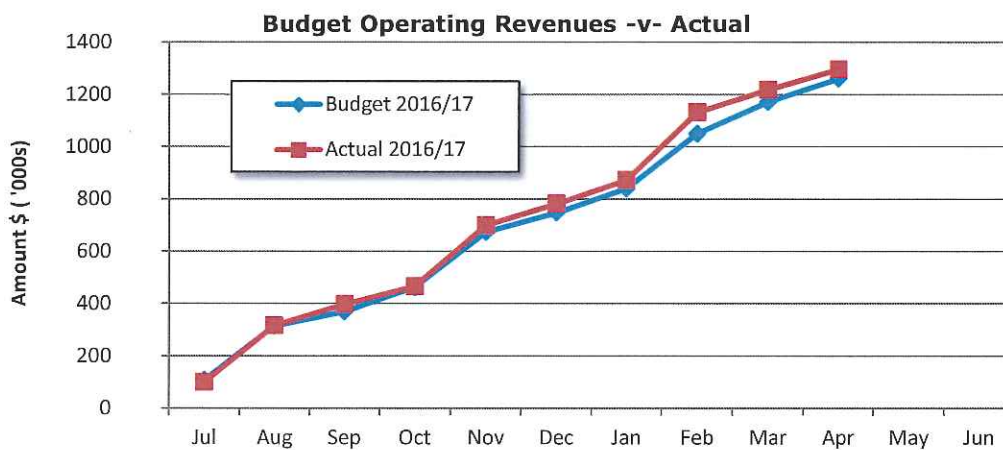
	Note	Current Budget 4	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a) 3	Var. % (b)-(a)/(b) 3	
Net current assets at the start of financial year - surplus/(deficit)		47,739	47,733	47,739			
Revenue from operating activities (excluding rates)		\$	\$	\$	\$	%	
Grants, Subsidies and Contributions		870,693	697,666	707,265	9,599	1.4%	▲
Fees and Charges		655,550	539,412	544,505	5,093	0.9%	▲
Interest Earnings		6,509	9,210	9,190	(20)	(0.2%)	▼
Other Revenue		17,708	15,680	36,448	20,768	57.0%	▲
Total		1,550,460	1,261,968	1,297,408			
Expenditure from operating activities							
Employee Costs		(764,860)	(641,826)	(555,399)	86,427	15.6%	▼
Materials and Contracts		(1,037,910)	(835,465)	(843,528)	(8,063)	(1.0%)	▲
Utilities Charges		(47,157)	(37,860)	(35,713)	2,147	6.0%	▲
Depreciation (Non-Current Assets)		(704,934)	(587,400)	(583,181)	4,219	0.7%	▼
Interest Expenses		(6,805)	(6,670)	(8,644)	(1,974)	(22.8%)	▲
Insurance Expenses		(112,383)	(112,383)	(112,383)	(0)	(0.0%)	▲
Loss on Asset Disposal		(30,125)	(30,125)	(40,921)	(10,796)	(26.4%)	▲
Other Expenditure		(4,000)	(4,000)	(4,411)	(411)	(9.3%)	▲
Total		(2,708,175)	(2,255,713)	(2,184,181)			
Funding Balance Adjustment							
Add Back Depreciation		704,934	587,400	583,181	(4,219)	(0.7%)	▲
Adjust (Profit)/Loss on Asset Disposal		30,125	15,500	40,921	25,421	62.1%	▼
					0		
Net Operating (Ex. Rates)		(422,656)	(390,845)	(262,670)			
Investing activities							
Non Operating Grants, Subsidies & Contribution		930,914	838,660	681,463	(157,197)	(23.1%)	▼
Proceeds from Disposal of Assets		59,503	59,503	105,269	45,766	43.5%	▲
Purchase property, plant and equipment		(216,009)	(206,207)	(235,455)	(29,248)	(12.42%)	▲
Purchase and construction of infrastructure		(1,350,216)	(1,178,431)	(649,595)	528,836	81.41%	▼
Net Investing Activities		(575,808)	(486,475)	(98,319)			
Financing activities							
Proceeds from self supporting loans		1,250	0	0	0		
Transfers from cash backed reserves (restricted assets)		66,233	0	0	0		
Repayment of debentures		(68,247)	(68,247)	(68,247)	(0)	(0.0%)	▲
Transfers to cash backed reserves (restricted assets)		(2,559)	(2,559)	(3,086)			
Net Financing Activities		(3,323)	(70,806)	(71,334)			
Net Capital		(579,131)	(557,281)	(169,652)	0		
Total Net Operating + Capital		(1,001,787)	(948,126)	(432,323)			
Rate Revenue		869,534	869,485	873,193	3,708	0.4%	▲
Closing Funding Surplus(Deficit)		(84,514)	(30,908)	488,609			

Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 2 - Graphical Representation - Source Statement of Financial Activity



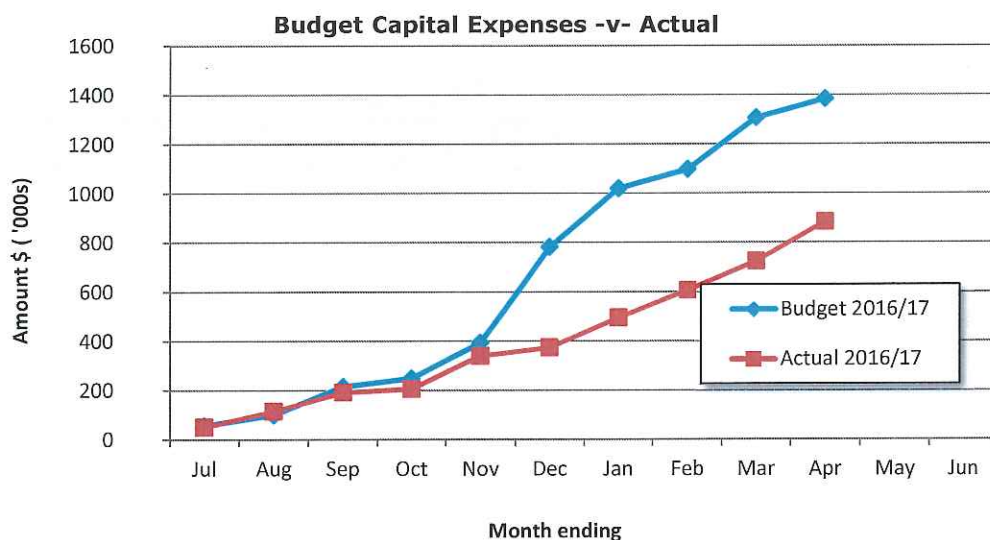
Comments/Notes - Operating Expenses



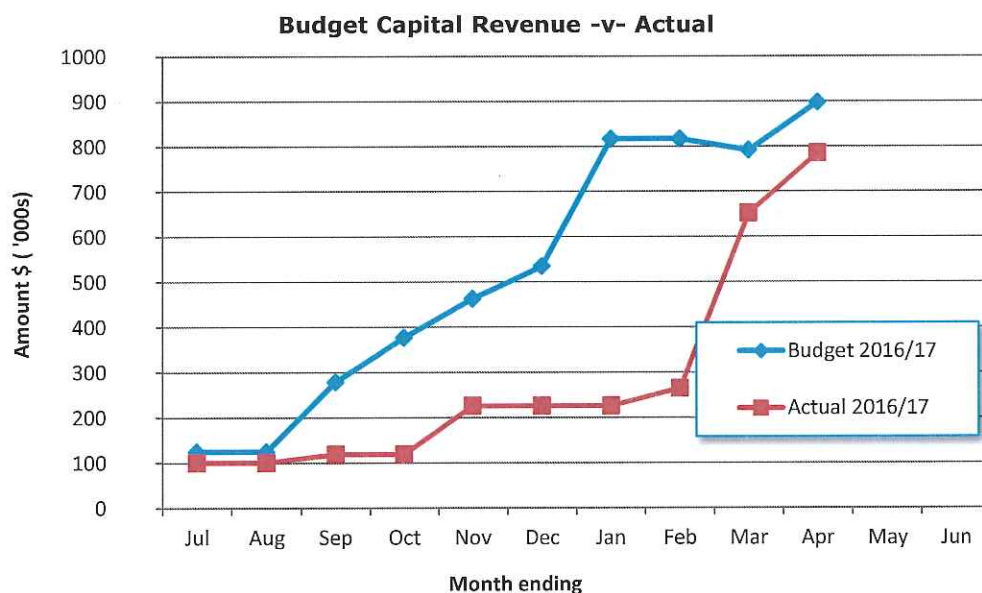
Comments/Notes - Operating Revenues

For the Period Ended 30 April 2017

Note 2 - Graphical Representation - Source Statement of Financial Activity



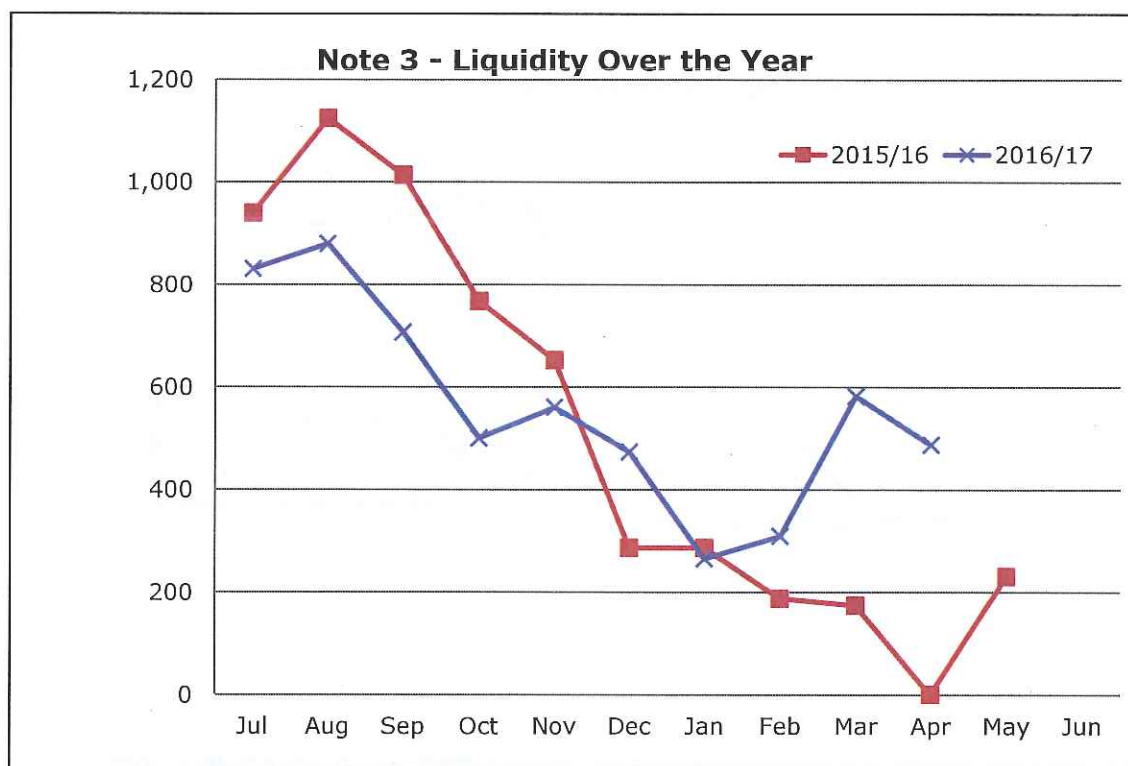
Comments/Notes - Capital Expenses



Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 3: NET CURRENT FUNDING POSTION

Positive=Surplus (Negative=Deficit)			
2016/17			
Note	This Period	Last Period	Same Period Last Year
	\$	\$	\$
Current Assets			
Cash Unrestricted	544,310	492,963	292,380
Cash Restricted	349,551	349,372	349,393
Receivables - Rates and Rubbish	43,000	50,700	24,649
Receivables -Other	108,896	241,715	74,566
	1,045,757	1,134,750	740,989
Less: Current Liabilities			
Payables	(245,976)	(240,450)	(431,778)
Provisions	38,378	38,378	41,999
	(207,598)	(202,072)	(389,779)
Less: Cash Restricted	(349,551)	(349,372)	(349,393)
Net Current Funding Position	488,609	583,307	1,818



Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 4: CASH AND INVESTMENTS

	Interest Rate	Unrestricted \$	Restricted \$	Trust \$	Transport \$	Total Amount \$	Institution	Maturity Date
(a) Cash Deposits								
	1.50%	0 544,310	349,551	35,920	0 0	35,920 893,861	WPAC WPAC	
(b) Term Deposits								
Nil								
Nil								
Total		544,310	349,551	35,920	0	929,781		

Comments/Notes - Investments

Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 5: MAJOR VARIANCES (By programme)

Comments/Reason for Variance	Variance	
	Timing	Permanent
5.6 OPERATING REVENUE (EXCLUDING RATES)		
GENERAL PURPOSE FUNDING		
Nil		
LAW, ORDER & PUBLIC SAFETY		
Nil		
HEALTH		
Nil		
HOUSING		
Nil		
COMMUNITES AMENITIES		
Nil		
RECREATION & CULTURE		
Nil		
TRANSPORT		
Nil		
ECONOMICS SERVICES		
Fuel sales are more than amended budgeted	\$9,862	
Post Office commission are less than expected due to timing issue	\$8,878	
CRC grants were received which was not previously budgeted	\$13,000	
OTHER PROPERTY & SERVICES		
Lions auction was not budgeted as the council has first time organised the auction and it was hard to predict the income		\$6,507
Private works income is more than budgeted	\$3,414	
5.7 OPERATING EXPENSES		
GENERAL PURPOSE FUNDING EXPENSES		
Internal administration allocation cost are less than expected	\$9,306	
GOVERNANCE		
Internal administration allocation cost are more than expected	\$16,582	
LAW, ORDER PUBLIC SAFETY		
Internal administration allocation cost are less than expected	\$5,897	
HEALTH		
Nil		
EDUCATION & WELFARE		
Expenses relating to Other Education are less than expected	\$2,317	
HOUSING		
Nil		

Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 5: MAJOR VARIANCES (By programme)

Comments/Reason for Variance	Variance	
	Timing	Permanent
COMMUNITY AMENITIES		
Internal admin allocation cost are less than expected	\$8,608	
Expenses Relating to Urban Stormwater Drainage	\$3,140	
Street bin collection expenses are less than expected as contractor cost for street bin collection expenses are less than budgeted	\$2,714	
RECREATION & CULTURE		
Cheetaning St Oval, Bowling Green and Playground maintenance cost are less than expected	\$5,163	
Community event cost are less than expected	\$4,734	
TRANSPORT		
Rural Road Maintenance expenses are less because Roads crews are focusing on the grants funded roads construction.	\$57,502	
Drainage Maintenance/Spraying	\$8,092	
Depreciation cost are more than expected as some of the Roads depreciation are revised as per auditor advice resulting more depreciation, however depreciation will not have any impact on our budget bottom line	\$61,473	
ECONOMIC SERVICES		
Community Development Grants Expenses are less than expected	\$7,980	
Internal admin allocation are less than expected	\$9,538	
Feral pig funding expenses are creating the variance however there won't be any impact in our bottom line as the corresponding income offsets the expenses	\$22,180	
OTHER PROPERTIES & SERVICES		
Other properties & Services cost are more than expected as the internal allocation cost are less than expected due to internal Plant, wages and admin allocation.	\$64,065	
Works - Annual, LSL, Public Holiday & Sick Leave are more than budgeted	\$11,029	
5.3 CAPITAL REVENUE		
Timing issue in regards to receiving regional roads group grants a& black spot funding as most of the construction works are almost completed and claimed money has not been received yet.	\$157,197	
PROCEEDS FROM SALE OF ASSET		
Holden Caprice (WDO) car change over is creating the variance as the proceed from the OWD car is used for trade in therefore there is no impact on the bottom line	\$34,184	
Holden Colorado Car was sold more than budgeted	\$6,818	
TRANSFER FROM RESERVES (RESTRICTED ASSETS)		
Nil		
5.3 CAPITAL EXPENSES		
LAND HELD FOR RESALE		
Nil		
LAND& BUIDLING		
Nil		
PLANT AND EQUIPMENT		
(OWD) car change over is creating the variance however it was only the trade in and proceed from the old car cover the most of the purchase price of the new car therefore the council was only out of pocket \$3K and there is no impact on the final position	\$34,184	
FURNITURE AND EQUIPMENT		
Nil		
INFRASTRUCTURE ASSETS - ROADS		
York Williams Road Construction work has almost completed however creditor invoice for Bitumen has not been received and processed yet	\$189,105	
Roads t Recovery: The following roads project still to be completed. Ferguson Way \$53.5 K, Carabin Rd \$26.5K, Down St Culvert replacement \$20.5K and Chhetaning st sealing \$10K	\$110,958	
Black spot funding construction has already been started however it has not been completed	\$301,271	
Corriaring Bridge construction jobs has not been started yet	\$100,000	
RATES		
Nil		

Shire of Wandering							
NOTES TO STATEMENT OF BUDGET REVIEW							
For the Period Ended 30 April 2017							
Note 6: BUDGET AMENDMENTS							
Amendments to original budget since budget adoption. Surplus/(Deficit)							
GL Account Code	Description	Council Resolution	Classification	No Change - (Non Cash Items) Adjust.	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus(Deficit)				47,739
E03101	Valuation Expenses and Title Searches		Operating Expenses				47,239
E03290	Other General Purpose Funding Expenses		Operating Expenses		5,000	(500)	52,239
E03299	Administration Allocated		Operating Expenses		2,868		55,107
E04102	Council Election Expenses		Operating Expenses		3,170		58,277
E04104	Members Refreshments		Operating Expenses		1,300		59,577
E04106	Members - Subscriptions, Donations		Operating Expenses			(2,575)	57,002
E04109	Members Sitting Fees		Operating Expenses		500		57,502
E04199	Administration Allocated		Operating Expenses		41,681		99,183
E05107	Insurances		Operating Expenses			(464)	98,719
E05200	Ranger Services		Operating Expenses		2,000		100,719
E05398	Depreciation of CCTV Camera		Non Cash Item	(1,514)			100,719
E05399	Administration Allocated		Operating Expenses		291		101,010
E07499	Administration Allocated		Operating Expenses		1,328		102,338
E09102	Maintenance - 19 Humes Way		Operating Expenses			(882)	101,456
E09105	Maintenance - 1 Michibin Street		Operating Expenses			(4,561)	96,895
E09106	Maintenance - 7 Gnowing Street		Operating Revenue			(5,374)	91,521
E09107	Loss on Sale Assets		Non Cash Item	24,257			91,521
E09196	Housing Cost Reallocated to Works and Services		Non Cash Item			(27,132)	64,389
E10101	Domestic Refuse Collection		Operating Expenses		3,000		67,389
E10103	Refuse Site Maintenance Costs		Operating Expenses		5,000		72,389
E10201	Commercial Refuse Collection		Operating Expenses		1,000		73,389
E10202	Bulk Recycling at Transfer Station		Operating Expenses		1,000		74,389
E10203	Street Bin Collection Expenses		Operating Expenses		11,060		85,449
E10299	Administration Allocated		Operating Expenses		1,819		87,268
E10501	Removal of Abandoned Vehicles		Operating Expenses			(190)	87,078
E10590	Expenses Relating to Protection Of Environment		Operating Expenses		3,500		90,578
E10601	Planning Consultant Fees		Operating Expenses		1000		91,578
E10702	Public Conveniences - Pumphreys Bridge		Operating Expenses		971		92,549
E10790	Expenses Relating to Other Community Amenities		Operating Expenses		500		93,049
E11101	Wandering Community Centre		Operating Expenses			(3,249)	89,800
E11198	Depreciation		Operating Expenses	(8)			89,800
E11301	Community Centre Oval		Operating Expenses		3,678		93,478
E11302	Cheetaning Street Oval		Operating Expenses		1,352		94,830
E11305	Bowling Green		Operating Expenses		1,277		96,107
E11306	Playgrounds		Operating Expenses		2,000		98,107
E11390	Other Recreation & Sport Expenses		Operating Expenses		1,000		99,107
E11398	Depreciation		Operating Expenses	(118)			99,107
E11498	Depreciation		Operating Expenses	725			99,107
E11601	Community Events		Operating Expenses		8,975		108,082
E11698	Depreciation		Operating Expenses	21			108,082
E12200	Rural Road Maintenance		Operating Expenses		88,678		196,760

E14516	Advertising	Operating Expenses			1,500		180,341
E14594	Less Admin Costs allocated to Programs	Operating Expenses				(63,679)	116,662
R03103	General Rates Levied	Operating Revenue			1,269		117,931
R03107	Back Rates Levied	Operating Revenue			308		118,239
R03120	Less Discount on Rates	Operating Revenue			2,314		120,553
R03105	Penalty Interest Raised on Rates	Operating Revenue			139		120,692
R03108	Instalment Interest Received	Operating Revenue				(784)	119,908
R03109	Rates Administration Fee Received	Operating Revenue			788		120,696
R03203	Grants Commission - Bridges	Operating Revenue				(50,000)	70,696
R03251	Interest Received - Reserve Funds	Operating Revenue				(2,401)	68,295
R05201	Fines and Penalties - Animal Control	Operating Revenue			825		69,120
R05203	Cat Registration Fees	Operating Revenue			190		69,310
R07701	Income Relating to Other Health	Operating Revenue			1000		70,310
R09125	Rental Income - 1 Michibin Street	Operating Revenue				(1,664)	68,646
R09126	Rental Income - 7 Gnowing St	Operating Revenue				(2,100)	66,546
R09127	Rental Income - 5 Dunmall Drive	Operating Revenue				(49)	66,497
R10102	Domestic Refuse Collection Fees - Season Pass	Operating Revenue			3,140		69,637
R10190	Household waste Fees & Charges	Operating Revenue				(407)	69,230
R10201	Commercial Refuse Collection Fees	Operating Revenue			860		70,090
R10290	Commercial waste Fees & Charges	Operating Revenue				(3,599)	66,491
R10291	Recycling Waste Fees & Charges	Operating Revenue				(6,000)	60,491
R10601	Town Planning Fees & Charges	Operating Revenue				(264)	60,227
R10602	Town Planning Admin Fees	Operating Revenue			2,343		62,570
R10705	Cemetery Fees & Charges	Operating Revenue			178		62,748
R11101	Community Centre Fees & Charges	Operating Revenue				(168)	62,580
R11690	Other Cultural Fees & Charges	Operating Revenue			233		62,813
R11690	Recreation & Sport Grants	Operating Revenue			41		62,854
R11301	Other Recreation fees & Charges	Operating Revenue				(1,000)	61,854
R12290	Other Roads Income	Operating Revenue				(500)	61,354
R13200	Caravan Park Fees & Charges	Operating Revenue				(2,000)	59,354
R13290	Other Tourism & Area Promotion Income	Operating Revenue				(359)	58,995
R13210	Caravan Park Grants	Operating Revenue			216		59,211
R13102	Feral Pigs Funding	Capital Revenue			27,854		87,065
R13302	BSL Commissions	Operating Revenue			45,000		132,065
R13303	BCITF Commissions	Operating Revenue				(26)	132,039
R13390	Other Building Control Income	Operating Revenue				(81)	131,958
R13401	CRC Centrelink	Operating Revenue				(500)	131,458
R13402	CRC Fees & Charges	Operating Revenue			575		132,033
R13403	CRC Training Course Fees	Operating Revenue				(1,600)	130,433
R13404	CRC Reimbursements	Operating Revenue			500		130,933
R13412	Wandering Echo	Operating Revenue			95		131,028
R13414	Licensing Commissions	Operating Revenue				(1,000)	130,028
R13423	Community Development Grants Income GEN	Operating Revenue			262		130,290
R13417	RDL Marketing & Promotion	Operating Revenue			17,280		147,570
R13418	RDL Prof. Development & Training	Operating Revenue			905		148,475
R13420	RDL Traineeship	Operating Revenue			1,493		149,968
R13501	Post Office Commission	Operating Revenue			15,000		164,968
R13502	Post Office Fees & Charges	Operating Revenue				(6,000)	158,968
R13504	Fees - Sale of Newspapers	Operating Revenue			874		159,842
R13590	Other Economic Services Income	Operating Revenue			151		159,993
R13601	Fuel Sales - ULP	Operating Revenue				(419)	159,574
R13602	Fuel Sales - Diesel	Operating Revenue				(30,487)	129,087
R14100	Private Works Fees & Charges	Operating Revenue			6,167		135,254
		Operating Revenue			12000		147,254

Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 7: RECEIVABLES

Receivables - Rates and Rubbish

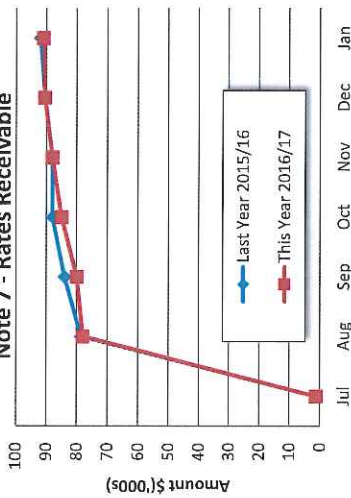
Opening Arrears Previous Years		
Rates Levied	20,627	16,096
Discount Given	928,909	843,162
Less Collections to date	(35,676)	(66,597)
Equals Current Outstanding	(875,489)	(769,200)
	38,372	23,460
Net Rates Collectable	38,372	23,460
% Collected	95.80%	97.04%

Current period 2016/17	Same Period Last Year
\$	\$

Receivables - General	Current	30 Days	60 Days	90+Days
Total Outstanding	35,591	0	17,839	7,206
				60,636

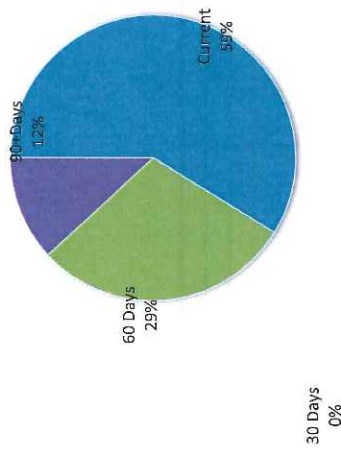
Amounts shown above include GST (where applicable)

Note 7 - Rates Receivable



Comments/Notes - Receivables Rates and Rubbish

Note 7 - Accounts Receivable (non-rates)



Comments/Notes - Receivables General

Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 8: GRANTS AND CONTRIBUTIONS

Program/Details GL	Provider	Approval	2016/17 Budget	Variations Additions (Deletions)	Capital	Operating	Revised Total Grant	Recoup Status	
								Received	Not Received
		(Yes/No)	\$	\$	\$	\$	\$	\$	\$
GENERAL PURPOSE GRANTS									
Grants Commission	FAG's - General	Yes	263,322	0	0	263,322	262,005	196,536	(65,469)
Grants Commission	FAG's - Roads	Yes	213,892	0	0	213,892	214,128	160,152	(53,976)
Grants Commission	FAG's - Bridges	Yes	138,000	0	138,000	138,000	138,000	103,314	(34,686)
LAW, ORDER, PUBLIC SAFETY									
DFES Grants		Yes	22,125			22,125	22,125	14,750	(7,375)
RECREATION AND CULTURE									
Recreation & Sports Grants	Others	Yes	1,000	0	0	1,000	1,000	0	(1,000)
TRANSPORT									
Project Grants	MRWA	Yes	234,432	0	234,432	0	234,432	182,212	(52,220)
Direct Grants	MRWA	Yes	51,353	0	51,353		51,353	51,353	0
Black Spot	MRWA	Yes	294,412	0	294,412	0	294,412	99,716	(194,696)
Roads To Recovery	MRWA	Yes	340,000	0	340,000	0	320,328	320,328	0
Bridges	MRWA	Yes	69,000	0	69,000	0	0	0	0
ECONOMIC SERVICES									
Development Grants	DLGC	Yes	0			10,000	10,000	10,000	0
Traineeship Grants	DLGC	Yes	0			18,535	18,535	18,535	0
CRC Projects Grants	Others	Yes	3,000			3,000	3,000	1,500	(1,500)
Centrelink Operating Grants	Others	Yes	4,772	0	0	4,772	4,772	4,772	0
CRC Grants	Dept. Regl. Development	Yes	113,574		0	113,574	113,130	113,130	(0)
OTHER PROPERTIES & SERVICES									
Mental Health wellness Grants	Department of Local Govt.	Yes	0		0	0	0	17,280	0
Light House Project Grants	Department of Local Govt.	Yes	0		0	0	10,000	10,000	0
TOTALS			1,748,882	0	1,127,197	788,220	1,714,500	1,303,577	(410,923)

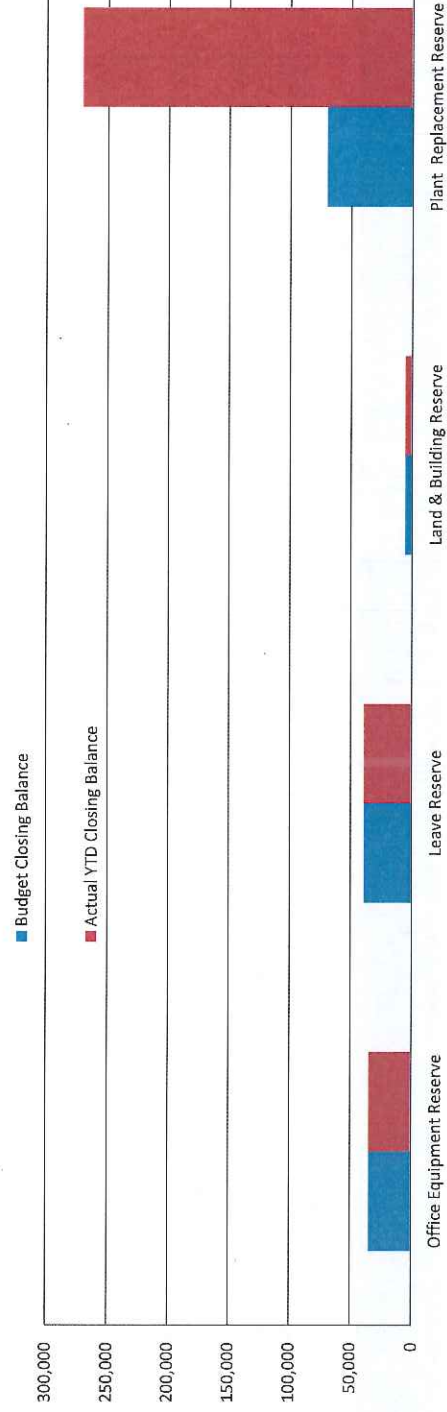
Comments - Grants and Contributions

Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 9: Cash Backed Reserve

2016/17										
Name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Transfer out Reference	Budget Closing Balance	Actual YTD Closing Balance
Office Equipment Reserve	\$ 34,298	\$ 400	\$ 306	\$ 400	\$ 306	\$ 0	\$ 0		\$ 34,698	\$ 34,604
Leave Reserve	38,478	500	343	500	343	0	0		38,978	38,821
Land & Building Reserve	5,386	50	48	50	48	0	0		5,436	5,434
Plant Replacement Reserve	268,303	1,366	2,390	1,366	2,390	(200,000)	0		69,669	270,693
	346,465	2,316	3,086	2,316	3,086	(200,000)	0	0	148,781	349,551

Note 9 - Year To Date Reserve Balance to End of Year Estimate



Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 10: CAPITAL DISPOSALS AND ACQUISITIONS

Profit(Loss) of Asset Disposal				Disposals	Current Budget			
Cost	Accum Depr	Proceeds	From (Loss)		Replacement			
\$	\$	\$	\$		Budget	Actual	Variance	
				Housing				
0	6,075	0	0	7 Gnowing Street	200,000	0	(200,000)	▼
				Plant & Property				
54,000	0	38,948	(15,052)	Holden Caprice 2016	0	38,948	(38,948)	▼
33,602	302	31,818	(1,482)	Holden Colorado 2016	0	31,818	(31,818)	▼
28,000	0	18,239	(9,761)	Holden Caprice 2012	20,000	18,239	(1,761)	▼
32,000	1,010	16,364	(14,626)	Heavy Plants & Equipment	34,360	16,364	(17,996)	▼
111,961	27,384	266,000	(40,921)		266,000	34,603	(266,000)	

Comments - Capital Disposal

Contributions Information				Summary Acquisitions	Current Budget			
Grants	Reserves	Borrowing	Total		Budget	Actual	Variance	
\$	\$	\$	\$		\$	\$	\$	
				Property, Plant & Equipment				
0	0	0	0	Buildings	109,045	81,190	(27,855)	▲
0	0	0	0	Plants & Equipments	106,964	154,265	47,301	▼
0	0	0	0	Furniture & Equipment	0	0	0	▼
				Infrastructure				
930,914	0	0	930,914	Roads & Bridges Construction	1,350,469	649,595	(700,874)	▼
	0	0	0	Capital Totals	1,566,478	885,050	(681,428)	

Comments - Capital Acquisitions

Contributions				Buildings	Current Budget			
Grants	Reserves	Borrowing	Total		Budget	Actual	Variance	
\$	\$	\$	\$		\$	\$	\$	
				CRC Kitchen Upgrade	11,041	11,041	(0)	▲
				Caravan Park Ablutions	98,004	70,150	(27,854)	▲
0	0	0	0	Capital Totals	109,045	81,190	(27,855)	

Contributions				Plant & Equipment	Current Budget			
Grants	Reserves	Borrowing	Total		Budget	Actual	Variance Under (Over)	
\$	\$	\$	\$		\$	\$	\$	
				Holder Caprice 2016	0	42,130	(42,130)	▲
				Holder Caprice 2012	33,602	33,602	(0)	▼
	66,233		66,233	Heavy Plants & Equipment	73,362	78,533	(5,171)	▼
0	0	0	0	Capital Totals	106,964	154,265	(47,301)	

Contributions				Furniture & Equipment	Current Budget			
Grants	Reserves	Borrowing	Total		Budget	Actual	Variance Under (Over)	
\$	\$	\$	\$		\$	\$	\$	
				Furniture & Equipment	0	0	0	▼
0	0	0	0	Capital Totals	0	0	0	

Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 10: CAPITAL DISPOSALS AND ACQUISITIONS

Contributions				Roads	Current Budget			
Grants	Reserves	Borrowing	Total		This Year			
					Budget	Actual	Variance Under (Over)	
\$	\$	\$	\$		\$	\$	\$	
234,432			234,432	Regional Road Group York Williams Road	341,647	152,542	(189,105)	▼
287,079			287,079	Black Spot North Bannister Road with Rick RD Intersection	434,578	133,307	(301,271)	▼
320,328			320,328	Roads to Recovery Carabin Rd	93,324	66,624	(26,700)	▼
				Cheetaning St	10,922	717	(10,205)	▼
				Ferguson Way	155,483	101,982	(53,501)	▼
				Down St Culvert	60,271	39,718	(20,553)	▼
841,839	0	0	841,839	Capital Totals	1,096,225	494,891	(601,334)	

Contributions				Bridges	Current Budget			
Grants	Reserves	Borrowing	Total		This Year			
					Budget	Actual	Variance Under (Over)	
\$	\$	\$	\$		\$	\$	\$	
157,000	0	0	157,000	Special Bridge Grant works Codji Bridge	63,507	63,507	0	
			0	Corriaring Bridge	100,000	0	(100,000)	
	0		0	Mooterdine Loop Bridge	68,477	68,477	(0)	
	0		0	Various Bridges works	22,260	22,720	460	
			0				0	
157,000	0	0	157,000	Capital Totals	254,244	154,704	(99,540)	
Total Capital works					1,566,478	885,050	(776,030)	

Shire of Wandering
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2017

Note 11: TRUST FUND

Funds held at balance date over which the Shire has no control and which are not included in this statement are as follows:

Description	Opening Balance 1-Jul-16	Amount Received	Amount Paid	Closing Balance 30-Apr-17
		\$	\$	\$
Councillor Nomination Deposit	0	160	(160)	0
				0
Cleaning Bonds	1,800	2,050	(2,000)	1,850
				0
Town Planning Bonds	6,000	10,000	(2,387)	13,613
			0	0
Fire Brigade Donations	3,340		0	3,340
			0	0
Declared Species Group	30,000		(12,883)	17,117
				0
	41,140	12,210	(17,430)	35,920

Shire of Wandering

Payment Listing for the period ending 30 April 2017

Chq/EFT No	Date	Description	Amount
Municipal Bank Account			
EFT3053	07/04/2017	Monica Beth Treasure Reimbursement for easter egg hunt afternoon tea & easter eggs	45.50
EFT3054	07/04/2017	Shire Of Wandering Payroll deductions - Rates Payment	60.00
EFT3055	07/04/2017	Shire of Kalamunda Building services rendered for the month of February 2017	112.50
EFT3056	07/04/2017	Country Sparky Services Investigate RCD tripping at 14 Down St- found water in power point	365.86
EFT3057	07/04/2017	Boddington News Boddington News edition # 573	9.00
EFT3058	07/04/2017	Rob Curtis Operating of waste transfer station 26th/27th March & 2nd/3rd April 2017, Clearing of roadside bins 21st & 28th March & Cleaning of Pumphreys Bridge Toilets 22nd March	828.00
EFT3059	07/04/2017	Fuji Xerox Supply of 80GSM Paper - Blue & Yellow for use at CRC	251.13
EFT3060	07/04/2017	Spiffy Lawns & Gardens Rake up leaves and sticks at Skate Park, Pick up broken branches around town, Prune lilac trees on Westwood St, Mow oval & industrial yard verge with Hustler, Mow Shire depot, council lawn & toilet block, Spray fuel facility area and lovegrass at industrial estate, Mow and tidy up Dowsett St & Michibin Street Shire Houses, Mow CEO Lawn	700.00
EFT3061	07/04/2017	Boddington Swimming Club Kidsport for Jack Bennett/Atkins for 2017 Boddington Swimming Club	120.00
EFT3062	07/04/2017	Durga Ojha Dealing with Assets Valuer, Auditor, Preparation of Assets Valuation listing & financial report - includes Amendments of midyear budget review in the accounting software and reconciliations	1,680.00
EFT3063	07/04/2017	Quairading Community Resource Centre Network Branding Reimbursement	1,616.67
EFT3064	07/04/2017	Signbiz WA 2 x double sided medium flags - Digital printed flag supplied with carry bag and grass spike - 2 x heavy duty bases - Network Branding Grant	1,265.00
EFT3065	07/04/2017	Lancelin Community Resource Centre Sign for front fascia of building - Network Branding Grant	440.00
EFT3066	07/04/2017	Toodyay Community Resource Centre Network Branding Signage	1,474.00
EFT3067	12/04/2017	Shire of Wagin Recoup of EHO costs to PPE 09/03/2017	131.67
EFT3068	12/04/2017	Boddington Hardware & Newsagency Purchase of Reo Bar and Cut off wheel for general road maintenance	99.45
EFT3069	12/04/2017	Startrack Express Freight for library books	97.01
EFT3070	12/04/2017	Perfect Computer Solutions Monthly fee for daily monitoring, management and resolution of disaster recovery options at site for the month of March 2017	85.00
EFT3071	12/04/2017	Fuel Distributors Of WA Purchase of bar chain oil for depot	48.84
EFT3072	12/04/2017	JR & A Hersey Pty Ltd Supply of riggers gloves & 5Lt Citragel, Supply of spray & mark paint cans for use on York Williams Road, Purchase of shackle for Volvo Excavator	341.48
EFT3073	12/04/2017	Boogie Roos Boogie Roos at Wandering Community Centre - 5 sessions in Term 1 2017	1,300.00
EFT3074	12/04/2017	Sheridan's for Badges 2 x Full colour name bars - Councillors M Watts & G Parsons	101.09
EFT3075	12/04/2017	Pingelly Iga (newsagency) Supply of West Austalians and Narrogin Observers for period 23/01/2017 to 13/02/2017	223.50
EFT3076	12/04/2017	WA Contract Ranger Services 13/03/2017 & 24/03/2017 - Attend shire office, patrol town site, Blackboy springs,	420.75

EFT3077	12/04/2017	patrol Wandering Downs Estate Allwest Plant Hire Australia Dry Hire of Amman Ap240 Roller @ York Williams Road 01/03/2017 to 02/03/2017	396.00
EFT3078	12/04/2017	Rhonie's Wandering Mop & Bucket Cleaning services rendered for the period 26/03/2017 to 08/04/2017	720.00
EFT3079	12/04/2017	MJ & C Cornish Pick up and cart blue metal from York Williams Road to Shire depot - Truck & loader hire Excavator Hire to fit culverts and truck to remove waste dirt on York Williams Road	2,255.00
EFT3080	12/04/2017	Lily Frawley Reimbursement for private accommodation during Licensing Course - 2/4/17 to 7/4/17 including meals	860.12
EFT3082	21/04/2017	Best Office Systems Repairs to reverse roller on Ricoh Printer	71.50
EFT3083	21/04/2017	Shire Of Wandering Payroll deductions - Rates Payment	60.00
EFT3084	21/04/2017	WALGA Short course booking for B Whitely - Effective Community Leadership - 13th March 2017 Short course booking for B Whitely - CEO Performance Appraisals - 14th March 2017	100.00
EFT3085	21/04/2017	Australia Post Purchase of various stamps, padded bags & boxes of stamps	243.88
EFT3086	21/04/2017	Hotham Mechanical Battery for vibe roller - exide supply and fit New globe for Prime mover, Tyre and tube repair for John Deere tractor	658.90
EFT3087	21/04/2017	Australian Taxation Office March 2017 BAS	26,086.00
EFT3088	21/04/2017	Fuel Distributors Of WA 9000L of Unleaded Petrol @ 1.0572 cents plus GST	10,554.84
EFT3089	21/04/2017	Department Of Commerce - Building Commission Shire of Wandering BSL for Jan, Feb & March 2017	727.26
EFT3090	21/04/2017	Construction Training Fund (bciff) BCIFT Levy payments Shire of Wandering - Jan, Feb & March 2017	811.70
EFT3091	21/04/2017	Direct Trades Supply Pty Ltd Rolls of seven strand fencing, star pickets, strainers, barb wire, tie wire rolls & quickset concrete for use at Ricks Road intersection construction	2,867.00
EFT3092	21/04/2017	Rob Curtis Operating of Waste Transfer Station 9th/10th & 16th/17th April 2017, Street Bin Collections for 3rd/10th & 16th April 2017, Cleaning of Pumphreys Bridge toilets 12th April 2017	874.00
EFT3093	21/04/2017	Suez Recycling & Recovery Pty Ltd Commercial Waste Disposal for the month of March 2017	782.47
EFT3094	21/04/2017	Spiffy Lawns & Gardens 6th April 17 - Rake up leaves in sandpit and playground area at Community Centre, Clean up bowling green, Pruning and raking at council gardens, 11th April 17 - Mow oval with Hustler, Mow reserves around town, reserve next to toilet block, reserve next to fuel facility, 13th April 17 - Mow Cheetanning oval with Hustler, Mow church area with Hustler, 18th April 17 - Mow council office lawn, Gardening and pruning at council office gardens	612.50
EFT3095	21/04/2017	Work Clobber Kelmscott Purchase of protective PPE for outside crew	275.00
EFT3096	21/04/2017	The Lock Man Security Replace alarm system keypad not working correctly	557.00
EFT3097	21/04/2017	P & D Sullivan Side tipper hire for Ricks Road intersection 23th/24th & 28th March and 6th/7th April 2017	7,722.00
EFT3098	21/04/2017	Narrogin Gymnastics Club Kidsport Reimbursement for Jacob Price - 2017 Narrogin Gymnastics Club	200.00
EFT3099	21/04/2017	Fuels West Petroleum 20882L of Diesel @ 1.055636 plus GST	24,248.18
EFT3100	21/04/2017	MJ & C Cornish Excavator hire to dig grave site at Wandering Cemetery	550.00

EFT3101	21/04/2017	Advanced Traffic Management 3 Traffic Controllers (2 vehicles) - for use on Wandering Bannister & Ricks Road Intersection 2 TC, signs & cones (1 vehicle) - Pringelly Road, Wandering 14/03/2017, Traffic Man Control Diagram - North Bannister Wandering Road Traffic Man Control Diagram - Prepare TCD York Williams Road	5,344.35
EFT3102	21/04/2017	LTC Asphalt Pty Ltd Supply and lay AC14 75 Blow 40mm thick black asphalt, 240m2 @ \$48.75/m2 - Profiling area for tie ins each side - bridge construction	13,530.00
EFT3103	21/04/2017	G & D Lyster D7 Dozer Hire for use on Ricks Road Intersection Construction - 53 hours - Mobilisation, shift to gravel pit and demobilisation	17,028.00
DD2302.2	05/04/2017	I & T Brown Family Super Fund Payroll deductions	23.33
DD2303.1	05/04/2017	WA SUPER PLAN Payroll deductions	2,891.64
DD2303.2	05/04/2017	Rod Evenis Superannuation Fund Pty Ltd Superannuation contributions	614.99
DD2303.3	05/04/2017	I & T Brown Family Super Fund Superannuation contributions	495.49
DD2303.4	05/04/2017	Hesta Superannuation contributions	461.44
DD2303.5	05/04/2017	ANZ Onepath Masterfund Superannuation contributions	623.10
DD2303.6	05/04/2017	Superwrap Personal Super Plan Superannuation contributions	95.61
DD2303.7	05/04/2017	BT Super For Life Superannuation contributions	247.71
DD2303.8	05/04/2017	Retail Employees Superannuation Pty Ltd Superannuation contributions	95.48
DD2310.1	19/04/2017	WA SUPER PLAN Payroll deductions	2,915.58
DD2310.2	19/04/2017	Rod Evenis Superannuation Fund Pty Ltd Superannuation contributions	614.99
DD2310.3	19/04/2017	I & T Brown Family Super Fund Superannuation contributions	586.48
DD2310.4	19/04/2017	Hesta Superannuation contributions	456.02
DD2310.5	19/04/2017	ANZ Onepath Masterfund Superannuation contributions	517.49
DD2310.6	19/04/2017	Superwrap Personal Super Plan Superannuation contributions	107.56
DD2310.7	19/04/2017	BT Super For Life Superannuation contributions	157.94
DD2310.8	19/04/2017	Retail Employees Superannuation Pty Ltd Superannuation contributions	74.10
DD2315.1	21/04/2017	Synergy Streetlighting for the period 25/02/2017 to 24/03/2017	663.50
DD2315.2	21/04/2017	Water Corporation Water usage for period 28/02/2017 to 22/03/2017 from Down St Standpipe	261.05

Credit Card

DD2323.1	26/04/2017	Westpac Credit Card	2,024.22
Job	Supplier	Comments	Amount
1E041040.520	IGA	20 x Bottles of water & 2 bags of ice for Councillors Road Inspection	15.99
1E145030.502	Boddington Pagoda Resort	Accommodation for 1 x night - Helen Mark to attend CCAWA Seminar	225.00
1E145110.521	Westnet	Westnet Antivirus Services	160.00
1E041040.520	Dan Murphy's	Refreshments for council meeting	252.66
0004BSF	Bunnings	Purchase of Silvan sprayer from Bunnings for use at Ricks Road Construction	75.05
1E041040.520	Coles	Refreshments for council meeting	178.84
1E041040.520	Liquor Barons	Donation to ANZAC Breakfast	121.98
1E091010.520	Pool Warehouse	New pool cleaner - Zodiac	961.00
1E041040.520	Woolworths	Salad for council meeting	33.70

Trust Bank Account			
EFT3081	20/04/2017	Wandering Cricket Club	250.00
		REFUND OF BOND FOR COMMUNITY CENTRE USE THROUGHOUT CRICKET SEASON	
200032	20/04/2017	Maxine Whitely	200.00
		REFUND OF BOND FOR COMMUNITY CENTRE HIRE 15/03/2017	
Licensing Collections			
JNL1698		Police Licensing	2296.75
		Licensing Collections 03/04/2017	
JNL1711		Police Licensing	3172.65
		Licensing Collections 06/04/2017	
JNL1712		Police Licensing	1859.70
		Licensing Collections 10/04/2017	
JNL1713		Police Licensing	843.30
		Licensing Collections 11/04/2017	
JNL1715		Police Licensing	2024.05
		Licensing Collections 19/04/2017	
JNL1716		Police Licensing	330.60
		Licensing Collections 26/04/2017	
JNL1717		Police Licensing	408.90
		Licensing Collections 27/04/2017	
Payroll			
PPE 05/04/2017		Staff Payroll	25356.84
		PPE 05/04/2017	
PPE 19/04/2017		Staff Payroll	24732.69
		PPE 19/04/2017	
Total Payments for Month Ending 30 Apr 2017:			194,419.40

CERTIFICATION OF CHIEF EXECUTIVE OFFICER

This schedule of accounts to be passed for payment was submitted to each member of the Council on Thursday, 18 May 2017 and has been checked and is fully supported by vouchers and invoices which are sub certified as to the receipt of goods and services and as to prices, computations and costings and the amounts shown are due for payment.

Amanda O'Halloran, Chief Executive Officer

CERTIFICATION OF CHAIRMAN

I hereby certify this schedule of accounts was submitted to the Council on Thursday, 18 May 2017 and that the amounts were approved for payment.

Cr Brendan Whitely, Chairman

ATTACHMENT 10.4.1.2

Municipal Bank Reconciliation 30/04/2017

Balance as per Bank Statement	\$244,528.37
Add Outstanding Deposits	\$7,054.33
Less unpresented Cheques	-\$11,612.85
Total as per Bank Statement	\$239,969.85
Balance as per GL	\$239,969.85
Total As per General Leadger	\$239,969.85
Differences	\$0.00



Finance Officer



Chief Executive Officer

[illegible][illegible]

Unpresented Cheques 30/04/2017		
Rates refund Cheque no 13760		832.15
Electricity bill payment		47.65
Super Payment PPE 19/04/2017		5430.16
Licensing Collections 27/04/2017		408.90
Bond to be transferred - Rasmussen		1000.00
Returned super funds - new account - R Evenis		3693.99
Community Centre Bond to be transferred		200.00
	Total	11612.85



Statement Period
31 March 2017 - 28 April 2017

Community Solutions Cheque Account



THE CHIEF EXECUTIVE OFFICER
SHIRE OF WANDERING
22 WATTS ST
WANDERING WA 6308

050

Account Name
**SHIRE OF WANDERING MUNICIPAL
ACCOUNT**

Customer ID
1930 8463 Shire Of Wandering

BSB
036-170

Account Number
000 091



Opening Balance	+ \$115,808.71
Total Credits	+ \$358,613.42
Total Debits	- \$229,893.76
Closing Balance	+ \$244,528.37

Here is your new-look Westpac statement. For more information, please visit westpac.com.au/mynewstatement

TRANSACTIONS

Please check all entries on this statement and promptly inform Westpac of any possible error or unauthorised transaction

DATE	TRANSACTION DESCRIPTION	DEBIT	CREDIT	BALANCE
31/03/17	STATEMENT OPENING BALANCE			115,808.71
03/04/17	Deposit Fdmsa Payment 42298585287407		1,051.16	116,859.87
03/04/17	Deposit Fdmsa Payment 42298585287407		1,061.95	117,921.82
03/04/17	Deposit Fdmsa Payment 42298585287407		1,157.08	119,078.90
03/04/17	Merchant Settlement 0940001 Shire Of Wandering 0001 Wandering		75.00	119,153.90
03/04/17	Withdrawal Westpac Merchant Fees 24215998Fee 001556	41.80		119,112.10
03/04/17	Withdrawal Westpac Merchant Fees 23253198Fee 001556	71.50		119,040.60
03/04/17	Payment By Authority To Transport Wado20170330	814.00		118,226.60
03/04/17	Payment By Authority To Shire Of Wandering Merchant Fee	25.00		118,201.60
03/04/17	Payment By Authority To Fdmsa Fee 42298585287407	219.75		117,981.85
04/04/17	Deposit Fdmsa Payment 42298585287407		1,555.15	119,537.00
05/04/17	Deposit Fdmsa Payment 42298585287407		1,808.32	121,345.32
05/04/17	Deposit Drd 34491		11,000.00	132,345.32
05/04/17	Withdrawal Online Multi 1817194 Pymt WBC.aba Payroll	24,948.53		107,396.79

S012237 / M007806 / 119 / CN6CNCPPW



TRANSACTIONS

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DATE	TRANSACTION DESCRIPTION	DEBIT	CREDIT	BALANCE
05/04/17	Withdrawal Online 1817498 Pymt WBC.aba Payroll	408.31		106,988.48
05/04/17	Payment By Authority To Transport Wado20170403	2,296.75		104,691.73
06/04/17	Deposit A205 Whale Rent A205 Whale Rent		350.00	105,041.73
06/04/17	Deposit Landgate Eas2 Payment Mar-2		1,205.00	106,246.73
06/04/17	Deposit Fdmsa Payment 42298585287407		2,052.30	108,299.03
06/04/17	Merchant Settlement 0970002 Shire Of Wandering 0002 Wandering		139.70	108,438.73
06/04/17	Withdrawal Online 1388836 Tfr Westpac Bus Muni to Odraft	316.40		108,122.33
06/04/17	Payment By Authority To Clicksuper p.vu/cc/03120254	34,537.81		73,584.52
07/04/17	Deposit Bendigo Bank R J Cumper #451		30.00	73,614.52
07/04/17	Deposit Lynda Anderson A386		66.70	73,681.22
07/04/17	Deposit Fdmsa Payment 42298585287407		1,092.09	74,773.31
07/04/17	Deposit Dawsons Funeral Dawsons Acc 174		1,370.00	76,143.31
07/04/17	Deposit Australia Post Lip170407110228		1,956.39	78,099.70
07/04/17	Merchant Settlement 0910001 Shire Of Wandering 0001 Wandering		25.00	78,124.70
07/04/17	Withdrawal Online Multi 1900645 Pymt Wbccrs.aba Creditors	8,967.66		69,157.04
10/04/17	Deposit Online 2100911 Pymt Wandering Shire Shire of Wandering		60.00	69,217.04
10/04/17	Deposit Fdmsa Payment 42298585287407		1,150.97	70,368.01
10/04/17	Deposit Fdmsa Payment 42298585287407		1,447.68	71,815.69
10/04/17	Deposit Fdmsa Payment 42298585287407		1,697.53	73,513.22
10/04/17	Merchant Settlement 0940001 Shire Of Wandering 0001 Wandering		150.00	73,663.22
10/04/17	Merchant Settlement 0940002 Shire Of Wandering 0002 Wandering		829.85	74,493.07
10/04/17	Payment By Authority To Transport Wado20170406	3,172.65		71,320.42
11/04/17	Deposit Narrogin WA		5,609.50	76,929.92
11/04/17	Deposit Bizzy Bodies Hire 20 April 2017		235.00	77,164.92
11/04/17	Deposit Timothy Tuohey Tim Tuohey		236.85	77,401.77
11/04/17	Deposit Fdmsa Payment 42298585287407		1,676.56	79,078.33
12/04/17	Deposit E & R Houghton Houghton Lot 8 Pol		50.00	79,128.33
12/04/17	Deposit Lgis Lgis		972.11	80,100.44
12/04/17	Deposit Fdmsa Payment 42298585287407		1,101.54	81,201.98
12/04/17	Deposit CBA A522		1,335.49	82,537.47



TRANSACTIONS

Please check all entries on this statement and promptly inform Westpac of any possible error or unauthorised transaction

DATE	TRANSACTION DESCRIPTION	DEBIT	CREDIT	BALANCE
12/04/17	Merchant Settlement 0960001 Shire Of Wandering 0001 Wandering		2,274.20	84,811.67
12/04/17	Withdrawal Online Multi 1860275 Pymt Wbccrs.aba Creditors	7,079.91		77,731.76
12/04/17	Payment By Authority To Transport Wado20170410	1,859.70		75,872.06
13/04/17	Deposit Fdmsa Payment 42298585287407		1,541.62	77,413.68
13/04/17	Deposit Clicksuper p.vu/re/03166173		3,693.99	81,107.67
13/04/17	Deposit Dept Of Fire & E 435244		8,112.50	89,220.17
13/04/17	Merchant Settlement 0970001 Shire Of Wandering 0001 Wandering	50.00		89,170.17
13/04/17	Payment By Authority To Transport Wado20170411	843.30		88,326.87
18/04/17	Deposit Bendigo Bank R J Cumper #451		30.00	88,356.87
18/04/17	Deposit Jean caldwell A11 half share t/H		57.69	88,414.56
18/04/17	Deposit Brett A19 29 Downstrates		282.38	88,696.94
18/04/17	Deposit Fdmsa Payment 42298585287407		729.41	89,426.35
18/04/17	Deposit Fdmsa Payment 42298585287407		1,031.15	90,457.50
18/04/17	Deposit Fdmsa Payment 42298585287407		1,194.49	91,651.99
18/04/17	Deposit Fdmsa Payment 42298585287407		1,222.09	92,874.08
18/04/17	Deposit Fdmsa Payment 42298585287407		1,767.56	94,641.64
18/04/17	Deposit Housing Authorit Vp065939		2,657.14	97,298.78
18/04/17	Merchant Settlement 0910001 Shire Of Wandering 0001 Wandering		50.00	97,348.78
19/04/17	Deposit Fdmsa Payment 42298585287407		1,190.53	98,539.31
19/04/17	Merchant Settlement 0960001 Shire Of Wandering 0001 Wandering		36.75	98,576.06
19/04/17	Merchant Settlement 0960002 Shire Of Wandering 0002 Wandering		874.85	99,450.91
20/04/17	Deposit Online 2411207 Pymt Mia Davies Mia Davies 354		147.00	99,597.91
20/04/17	Deposit Mrs Victoria Yue victoria yuen		130.00	99,727.91
20/04/17	Deposit A205 Whale Rent A205 Whale Rent		350.00	100,077.91
20/04/17	Deposit Tlccwa Inv 4492		840.00	100,917.91
20/04/17	Deposit Fdmsa Payment 42298585287407		1,513.90	102,431.81
20/04/17	Merchant Settlement 0970001 Shire Of Wandering 0001 Wandering		50.00	102,481.81
20/04/17	Withdrawal Mobile Multi 1233303 Pymt WBC.aba Payroll	24,732.69		77,749.12
20/04/17	Withdrawal Online 1724748 Tfr Community S Bond Bizzy Bodies	200.00		77,549.12

S012236 / M007806 / 119 / CN6CNCPPW



TRANSACTIONS

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DATE	TRANSACTION DESCRIPTION	DEBIT	CREDIT	BALANCE
21/04/17	Deposit Online 2713708 Tfr Westpac			
	Community Soinv to Muni		100,000.00	177,549.12
21/04/17	Deposit Online 2909110 Pymt Wandering Shire			
	Shire of Wandering		60.00	177,609.12
21/04/17	Deposit Bendigo Bank R J Cumper #451		30.00	177,639.12
21/04/17	Deposit Lynda Anderson A386		66.70	177,705.82
21/04/17	Deposit Fdmsa Payment 42298585287407		1,296.42	179,002.24
21/04/17	Merchant Settlement 0910001 Shire Of			
	Wandering 0001 Wandering		42.82	179,045.06
21/04/17	Withdrawal Online Multi 1706800 Pymt			
	Wbccrs.aba Creditors	113,904.58		65,140.48
21/04/17	Withdrawal Online 1717984 Tfr Community S			
	Bond Victoria Yuen	100.00		65,040.48
21/04/17	Withdrawal Online 1837562 Bpay Synergy			
	Synergy Bpay	663.50		64,376.98
21/04/17	Withdrawal Online 7531827 Bpay Water Corp			
	Water Corp Bpay	261.05		64,115.93
21/04/17	Payment By Authority To Transport			
	Wado20170419	2,024.05		62,091.88
24/04/17	Deposit Narrogin WA		6,155.93	68,247.81
24/04/17	Deposit Rural Bank 4494		21.00	68,268.81
24/04/17	Deposit Fdmsa Payment 42298585287407		1,144.60	69,413.41
24/04/17	Deposit Fdmsa Payment 42298585287407		1,486.46	70,899.87
24/04/17	Deposit Fdmsa Payment 42298585287407		1,800.56	72,700.43
24/04/17	Merchant Settlement 0940001 Shire Of			
	Wandering 0001 Wandering		120.00	72,820.43
26/04/17	Deposit Jaylea Marsh Inv 4501		6.70	72,827.13
26/04/17	Deposit E & R Houghton Houghton Lot 8 Pol		50.00	72,877.13
26/04/17	Deposit Browne Inv 4495 Sow		60.00	72,937.13
26/04/17	Deposit Inv 4446 Rolhire Inv4469 Rollerhire		487.00	73,424.13
26/04/17	Deposit Fdmsa Payment 42298585287407		1,319.90	74,744.03
26/04/17	Deposit Fdmsa Payment 42298585287407		1,381.12	76,125.15
26/04/17	Deposit Inv4470 Loadtruc Inv4470 Loadtruc		2,038.00	78,163.15
26/04/17	Merchant Settlement 0960002 Shire Of			
	Wandering 0002 Wandering		330.60	78,493.75
26/04/17	Payment By Authority To Cc Payment			
	Cc0005336810000001	2,024.22		76,469.53
27/04/17	Deposit Austral Mercanti 77561		1,768.64	78,238.17
27/04/17	Deposit Fdmsa Payment 42298585287407		2,008.78	80,246.95
27/04/17	Deposit Department Of Tr Payment:76852		2,190.17	82,437.12
27/04/17	Deposit Main Roads Weste 2034939		155,059.96	237,497.08



TRANSACTIONS

Please check all entries on this statement and promptly inform Westpac of any possible error or unauthorised transaction

DATE	TRANSACTION DESCRIPTION	DEBIT	CREDIT	BALANCE
27/04/17	Merchant Settlement 0970001 Shire Of Wandering 0001 Wandering		50.00	237,547.08
27/04/17	Merchant Settlement 0970002 Shire Of Wandering 0002 Wandering		322.80	237,869.88
28/04/17	Interest Paid		7.01	237,876.89
28/04/17	Deposit Bendigo Bank R J Cumper #451		30.00	237,906.89
28/04/17	Deposit Jean caldwell A11 half share t/H		57.69	237,964.58
28/04/17	Deposit Bank Of QLD A323 O'Neill		880.73	238,845.31
28/04/17	Deposit Fdmsa Payment 42298585287407		1,020.59	239,865.90
28/04/17	Deposit Lgis Lgis		1,931.82	241,797.72
28/04/17	Merchant Settlement 0910001 Shire Of Wandering 0001 Wandering		3,061.25	244,858.97
28/04/17	Payment By Authority To Transport Wado20170426	330.60		244,528.37
28/04/17	CLOSING BALANCE			244,528.37

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The above Closing Balance amount may not be the same as the balance payable to you on closure of your account (the 'termination value'). Details of the termination value can be obtained by calling Telephone Banking on the numbers quoted above. Further information on how to close accounts, including calculation of the termination value, is contained in the Product Disclosure Statement (PDS) booklet or other disclosure document for your account.

We have an internal process for handling and resolving any problem you may have with, or complaints relating to, your account or this product. Information about this process can be found in the Product Disclosure Statement (PDS) or other disclosure document for your account, or you can contact us on 1300 130 467.

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ATTACHMENT 10.4.1.3

Investment Bank Reconciliation 30 April 2017

Balance as per Bank Statements \$ 649,385.73

Total as per Bank Statement \$ 649,385.73

Balance as per GL \$ 649,385.73

Total As per General Ledger \$ 649,385.73

Difference \$0.00



Finance Officer



Chief Executive Officer



Account activity

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Investment Account
036-167 214822

\$649,385.73

Account actions

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Transactions

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Date ▾	Description	Debit	Credit	Balance ¹
28 Apr 2017	INTEREST PAID		\$333.26	\$649,385.73
21 Apr 2017	WITHDRAWAL ONLINE 1713707 TFR Community S Inv to Muni	-\$100,000.00		\$649,052.47
31 Mar 2017	INTEREST PAID		\$316.61	\$749,052.47
22 Mar 2017	WITHDRAWAL ONLINE 1456434 TFR Community S Net Brand Grant	-\$41,471.29		\$748,735.86
14 Mar 2017	DEPOSIT ONLINE 2741209 TFR Community Solutions		\$350,000.00	\$790,207.15
1 Mar 2017	WITHDRAWAL ONLINE 1818366 TFR Community S Network Branding	-\$37,605.86		\$440,207.15
28 Feb 2017	INTEREST PAID		\$219.82	\$477,813.01
31 Jan 2017	INTEREST PAID		\$365.74	\$477,593.19
30 Jan 2017	WITHDRAWAL ONLINE 1640292 TFR Community S	-\$71,471.00		\$477,227.45
25 Jan 2017	WITHDRAWAL ONLINE 1418755 TFR Community S Inv to Muni Transf	-\$100,000.00		\$548,698.45
30 Dec 2016	INTEREST PAID		\$373.00	\$648,698.45
30 Nov 2016	INTEREST PAID		\$394.83	\$648,325.45
10 Nov 2016	WITHDRAWAL ONLINE 1534109 TFR Community S Invest to Muni	-\$100,000.00		\$647,930.62
3 Nov 2016	WITHDRAWAL ONLINE 1707189 TFR Community S Inv to Muni	-\$50,000.00		\$747,930.62
31 Oct 2016	INTEREST PAID		\$474.11	\$797,930.62
6 Oct 2016	WITHDRAWAL MOBILE 1682843 TFR Westpac Bus Error-Inv to OD	-\$421.02		\$797,456.51
5 Oct 2016	DEPOSIT ONLINE 2917144 TFR Community Solutions Muni to Investment		\$421.02	\$797,877.53
30 Sep 2016	INTEREST PAID		\$449.92	\$797,456.51
1 Sep 2016	DEPOSIT ONLINE 2151524 TFR Community Solutions		\$450,000.00	\$797,006.59
31 Aug 2016	INTEREST PAID		\$278.80	\$347,006.59

ATTACHMENT 10.4.1.4

Trust Bank Reconciliation 30 April 2017

Balance as per Bank Statements	\$34,928.30
Unpresented Cheque	-\$8.54
Outstanding Deposits	\$1,000.00
Total as per Bank Statements	\$35,919.76

Balance as per GL	\$35,919.76
Total as per General Ledger	\$35,919.76

Difference	\$0.00
------------	--------



Finance Officer



Chief Executive Officer

Unpresented Cheques 30/04/2017

Interest to be transferred

\$8.54

Total

\$8.54

Outstanding Deposits 30/04/2017

Rasmussen Bond - Infrastructure	\$1,000.00
---------------------------------	------------

Total

\$1,000.00



Statement Period
31 March 2017 - 28 April 2017

Community Solutions Cheque Account



THE CHIEF EXECUTIVE OFFICER
SHIRE OF WANDERING
22 WATTS ST
WANDERING WA 6308

050

Account Name
**SHIRE OF WANDERING TRUST
ACCOUNT**

Customer ID
1930 8463 Shire Of Wandering

BSB
036-170

Account Number
000 120



Opening Balance	+ \$35,078.30
Total Credits	+ \$300.00
Total Debits	- \$450.00
Closing Balance	+ \$34,928.30

Here is your new-look Westpac statement. For more information, please visit westpac.com.au/mynewstatement

TRANSACTIONS

Please check all entries on this statement and promptly inform Westpac of any possible error or unauthorised transaction

DATE	TRANSACTION DESCRIPTION	DEBIT	CREDIT	BALANCE
31/03/17	STATEMENT OPENING BALANCE			35,078.30
04/04/17	Withdrawal/Cheque 200031	200.00		34,878.30
20/04/17	Deposit Online 2724749 Tfr Community Solutions Bond Bizzy Bodies		200.00	35,078.30
21/04/17	Deposit Online 2717985 Tfr Community Solutions Bond Victoria Yuen		100.00	35,178.30
21/04/17	Withdrawal Online 1116521 Pymt Wbccrs.aba Creditors	250.00		34,928.30
28/04/17	CLOSING BALANCE			34,928.30

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MORE INFORMATION

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The above Closing Balance amount may not be the same as the balance payable to you on closure of your account (the 'termination value'). Details of the termination value can be obtained by calling Telephone Banking on the numbers quoted above. Further information on how to close accounts, including calculation of the termination value, is contained in the Product Disclosure Statement (PDS) booklet or other disclosure document for your account.

We have an internal process for handling and resolving any problem you may have with, or complaints relating to, your account or this product. Information about this process can be found in the Product Disclosure Statement (PDS) or other disclosure document for your account, or you can contact us on 1300 130 467.

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+61 2 9293 9270 if overseas**

Local Branch



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westpac.com.au/locateus**

THANK YOU FOR BANKING WITH WESTPAC



Attachment 10.4.1.5

BusinessChoice Everyday VISA Card Statement

AMANDA JEAN O'HALLORAN
SHIRE OF WANDERING
13 DUNMALL DR
WANDERING WA 6308

ENTERED

For enquiries please call 1300 650 107 (8am - 8pm, Monday to Friday). Lost or stolen cards service available 24 hours a day, 7 days a week.

Any statement entries for purchases or cash advances made in a foreign currency show the foreign currency transaction amount converted into Australian dollars by the applicable credit card scheme. Any applicable Westpac Foreign Transaction Fee (described below as "Foreign Transaction Fee") charged is shown as a separate entry.

Card Account Transaction Details

Account Name	Card Number	Credit Limit	Available Credit
Amanda Jean O'Halloran	4293 1830 0196 6342	20,000	20,000.00
Statement From	Statement To	Facility Number	
20 MAR 2017	19 APR 2017	00053368	

Summary of Changes in Your Account Since Last Statement

From Your Opening Balance of	We Deducted Payments and Other Credits	And We Added				To Arrive at Your Closing Balance of	Total Past Due / Overlimit balances	Your minimum payment including past due overlimit is
		New purchases	Cash advances	Fees, Interest & Government Charges	Miscellaneous Transactions			
0.00	0.00	2,024.22	0.00	0.00	2,024.22 -	0.00	0.00	0.00

S000699 / M000241 / 110 / CN1VPCP1

Important notice regarding Autopay Direct Debit Arrangement- Direct Debit

* If you have set up a direct debit arrangement for making automatic repayments to your BusinessChoice credit card account, and there have been two failed direct debit transactions (that is, we cannot withdraw the nominated amount from your nominated account) in consecutive months due to insufficient funds in the nominated account, we may, at our sole discretion:

1. Cancel your BusinessChoice Facility Autopay Request Form- Direct Debit Request (New change)
2. Impose a fee or charge (No change- We currently charge a \$9 missed payment fee when payment is not received by statement due date)
3. Charge interest on any unpaid purchases outstanding (No change)

If your Direct Debit Request is cancelled, you must arrange to either set up a new Autopay Request Form- Direct Debit Request or use alternative payment methods so we can process your payment.

Please ensure that there are sufficient funds available in the nominated account to allow direct debit payments to be made in accordance with your BusinessChoice Facility Autopay Request Form- Direct Debit Request.

Please remember any payments made into the Billing account that places the Billing Account into credit or results in a zero balance at the payment due date, your direct debit will still continue to take place. This also applies if you make an additional payment into the Billing Account that is only a partial payment and still leaves a debit balance on the Billing Account, your direct debit arrangement for the month will remain unchanged and continue to take place.

BusinessChoice Everyday VISA Card

Date of Transaction	Description	Debits/Credits	Cardholder Comments
21 MAR	Purchases BODDINGTON IGA BODDINGTON AU	15.99	
24 MAR	GROCERY STORES, SUPERMARKETS PAGODA RESORT SPA COMO AU	225.00	
04 APR	HOTELS, MOTELS, RESORTS - LO WESTNET PERTH AU	160.00	
04 APR	ELECTRONIC/COMMERCE/INFORMAT DAN MURPHY'S 4440 KELMSCOTT W AU	252.66	
04 APR	GROCERY STORES, SUPERMARKETS BUNNINGS 334000 HARRISDALE AU	75.05	
07 APR	HARDWARE STORES COLES 0396 NARROGIN AU	178.84	
07 APR	GROCERY STORES, SUPERMARKETS Liquor Baron Narrogin Narrogin AU	121.98	
10 APR	PACKAGE STORES - BEER, LIQUO POOL & SPA WAREHOUSE BLACKTOWN AU	961.00	
19 APR	SWIMMING POOLS -SALES & SUPP WOOLWORTHS 4372 BULLCREEK W AU	33.70	
	GROCERY STORES, SUPERMARKETS Sub Total:	2,024.22	
19 APR	Miscellaneous Transactions TRANSFER CLOSING BALANCE TO BILLING ACCT	2,024.22 -	
	Sub Total:	2,024.22 -	
	Grand Total:	0.00	

I have checked the above details and verify that they are correct.

Cardholder Signature _____ Date _____

Transactions examined and approved.

Manager/Supervisor Signature _____ Date _____



S000700 / M000241 / 110 / CNTVPCP1



COMMUNITY ENGAGEMENT PLAN

Shire of Wandering - Strategic Community Plan

Attachment 10.1.2.1

TARGET GROUP	METHOD	LEVEL	TIME
Councillors	Council workshops	Inform / consult	2016, June, August
	1-1 Councillor interviews	Consult	July
	Council workshop to refine goals	Involve / collaborate	August
Administration and Works Staff	Online and Hard Copy Survey	Inform / consult / empower	May onwards
	Administration and Works Staff workshop	Involve / Collaborate	July
General Community	Media releases Facebook posts Website news	Inform	May onwards
	Community Conversations Online and hard copy survey Listening Post 20 Randomly selected phone calls	Consult	May, June, July
Community groups, sporting clubs, arts etc	Community Conversations Online and hard copy survey	Consult	May, June, July
Wandering PS Principal			
Wandering CRC Manager			
Wandering Playgroup mums			
Wandering CWA			
Wandering Annual Fair			
20 Random Phone Calls			
Businesses			
Advisors to the District	Open community workshop	Involve / collaborate	
Youth	CRC Camera Project	Consult	July

PROJECT MANAGEMENT PLAN

Delivery of IPR Requirements

TASK	STATUS
Community Engagement Summary	Completed
Community Engagement Consultant	Completed
Planning and Design	Completed
Media Release	Completed
Research / Data sets	In progress
Council workshops (2) – Vision, Core Drivers and Strategic Themes	Completed
Council and Administration Staff Workshop 1	
Online and Hard Copy Survey	Released and in progress
Listening Post 1	
Community Conversations	
Community groups, sporting clubs, arts etc	
Wandering PS Principal	
Wandering CRC Manager	
Wandering Playgroup mums	
Wandering CWA	
Wandering Annual Fair	
20 Random Phone Calls	
Businesses	
Advisors to the District	
CEO and Consultant Meeting to discuss SCP use and final presentation	
CEO and Consultant Meeting to discuss Risk Register and Projects in the pipeline	
Works and Administration Staff Workshop	
CRC Youth Project (Camera's)	
Councillors - 1 on 1 with C Robinson	
Community Consultation Summary Presented to Council	
Council Workshop – Vision and Develop goals	
CEO and Manager of Communities Informing Strategies	
Community Workshop – Refine goals	
Media Release	
Draft SCP Presented for Comment	
Community Feedback Open	
Adoption	
Schedule of Reporting	
Implementation Roles	
Media Release	
Risk Assessment	
Prepare Asset Management Plan and Work force Management Plan	
Prepare Corporate Business Plan	
Budget forecasting, scheduling and programming	



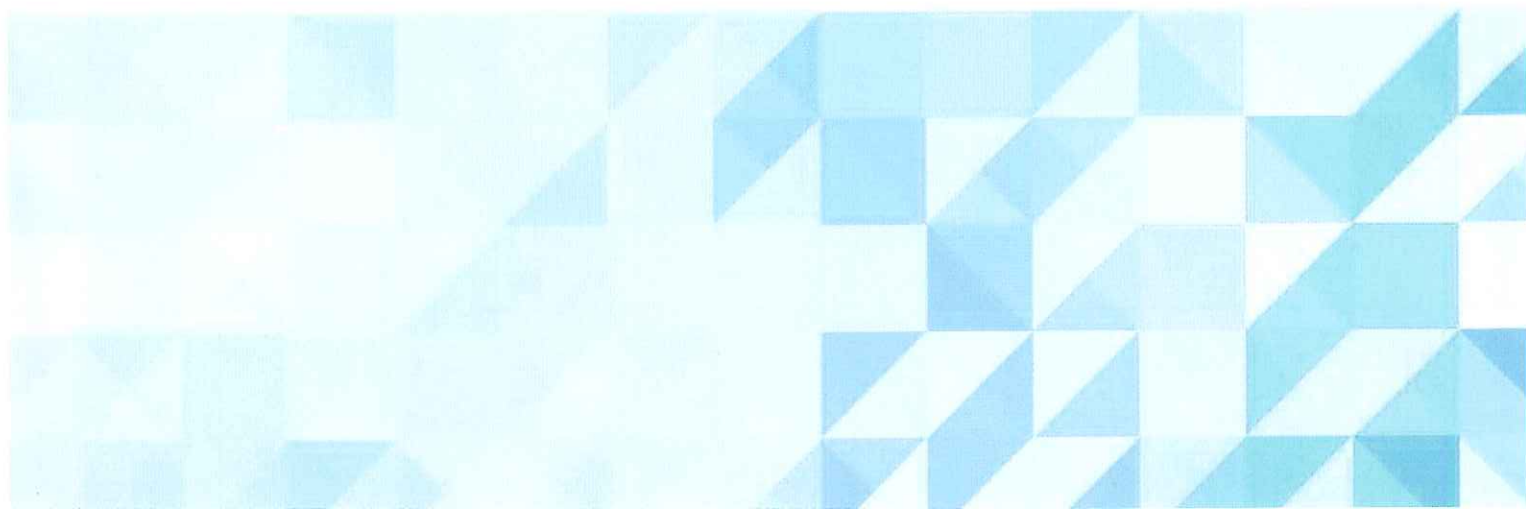
Government of **Western Australia**
Department of **Local Government and Communities**



Integrated Planning and Reporting

Framework and Guidelines

September 2016



The Department of Local Government and Communities acknowledges and thanks the local governments that attended the consultation workshops in March 2016. The comments provided in the workshops were invaluable in revising the Integrated Reporting Framework and Guidelines, Advisory Standard, Asset Management Guidelines and Long Term Financial Plan Guidelines.

The Department also wishes to thank those who reviewed various draft revised documents and provided feedback. The final documents were significantly improved as a result.

Finally, the Department thanks Localise for designing and facilitating the workshops, and preparing the draft and final revised suite of documents.



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SECTION 1 INTRODUCTION

1.1 Background

In 2010, the Integrated Planning and Reporting (IPR) Framework and Guidelines were introduced in Western Australia (WA) as part of the State Government's Local Government Reform Program. All local governments were required to have their first suite of IPR documents in place by 1 July 2013.

This updated IPR Framework and Guidelines reflects current local government IPR practice and the lessons learned by the local government sector since 2010.

A series of consultation workshops were held in early 2016. The workshops were attended by half of all local governments in WA. Attendees included elected members, Chief Executive Officers and other key personnel. Feedback from the workshops has informed the revisions to the Framework and Guidelines.

1.2 Context

IPR is a foundation of modern local government. Past reviews of local government in WA found serious performance and sustainability issues in the sector, in particular:

- Strategic planning systems that did not deliver accountable and measurable linkages between community aspirations, financial capacity and practical service delivery.
- Financial planning systems that failed to accurately demonstrate a local government's capacity to deliver services and manage assets that can sustain their communities into the future.
- Asset management systems lacking the rigour of process and integrity of data to accurately reflect true asset management costs.
- General lack of a formal approach to workforce planning across the sector.

IPR addresses these concerns with processes to:

- Ensure community input is explicitly and reliably generated, and informs the long and medium term objectives of the local government.
- Develop plans to meet the objectives.
- Identify the resourcing required to deliver the plans and enable rigorous and transparent prioritisation within resource constraints before finalising the plans.

In addition, IPR aims to encourage local governments to:

- Link with and influence planning by others – including regional planning bodies, State and Federal agencies and community organisations – that also impact on community outcomes.

The Department of Local Government and Communities publishes a [suite of other documents](#) to assist local governments and communities to develop competence in IPR. Other information and resources will be added as they are developed:

- [Integrated Planning and Reporting Advisory Standard](#)
- [Asset Management Framework and Guidelines](#)
- [Workforce Planning Toolkit](#)
- [Long Term Financial Planning Framework and Guidelines](#)
- [Model Long Term Financial Planning](#)
- [Abridged Model Long Term Financial Planning](#)
- [Long Term Financial Planning Tools](#)
- [Community Development: A Guide for Local Government Elected Members](#)
- [Working Effectively with Local Governments: A Guide for Community Sector Organisations](#)

1.3 Regulatory Requirements

All local governments are required to plan for the future of their district [under Section 5.56 \(1\) of the Local Government Act 1995](#). [Regulations](#) under Section 5.56(2) of the Act outline the minimum requirements to achieve this. Relevant sections of the legislation and regulations are included at Appendix 1. The minimum requirement of the plan for the future is the development of:

- A Strategic Community Plan; and
- A Corporate Business Plan.

Note that there are also separate provisions regulating the [Annual Budget](#) and [Annual Report](#).

The Advisory Standard published by the Department of Local Government and Communities refers to the minimum regulatory requirements as well as “Achieving”, “Intermediate” and “Advanced” Standards of IPR performance. In the lead up to July 2013 when the IPR regulatory requirements came into effect, and since, local governments have been steadily working to meet the regulatory requirements. Local governments should be on a pathway of continuous improvement, moving steadily through Achieving, Intermediate or Advanced Standards of IPR.

The pathway will be different for each local government. As mentioned elsewhere, the application of IPR needs to be commensurate with factors such as size, resourcing and circumstances. However, this shouldn’t be confused with the standard of practice. There

is no presumption that larger local governments will always be capable of higher standards or vice versa.

The Framework and Guidelines are aligned with nationally consistent practices and continue to highlight the iterative nature of the Integrated Planning and Reporting process.

1.4 Purpose of the guidelines

These guidelines outline each component of the IPR Framework – its purpose; the process; the role of the community, Council and administration – and how the components fit together.

These guidelines address two key local government planning processes in particular:

- Preparation of the Strategic Community Plan, resulting in a 10+ year Plan informed by community aspirations.
- Preparation of the Corporate Business Plan, resulting in a Plan that mobilises resources to implement the first four years of the Strategic Community Plan.

The Framework and Guidelines establish mechanisms to review and report on all elements of the Integrated Planning and Reporting process.

“One size does not fit all”

Each local government should use IPR at a scale appropriate to the size and needs of the particular organisation and community. The level of detail in the plans can be adapted to suit, as long as the plan meets the minimum requirements.

It is also recognised that local governments will have different approaches to IPR. The Framework does not require a single methodology to be applied by local governments. They can establish their own methodologies according to circumstances, availability of resources and taking into account existing processes.

Furthermore, local governments are encouraged to innovate and continually enhance and share their IPR practices.

SECTION 2 OVERVIEW

2.1 What is Integrated Planning and Reporting?

In essence, IPR is a process designed to:

- Articulate the community’s vision, outcomes and priorities
- Allocate resources to achieve the vision, striking a considered balance between aspirations and affordability
- Monitor and report progress

IPR enables community members and stakeholders to participate in shaping the future of the community and in identifying issues and solutions. This is not restricted by the Council's direct service delivery responsibilities. A community's aspirations are expressed as a vision, outcomes (or similar) and priorities¹. The community vision and outcomes are typically higher level than the scope of local government activity. Examples include prosperity, social cohesion, safety, and health. While such vision elements and/or outcomes are a driving force for local governments, many other factors are involved that are outside their control.

The Strategic Community Plan doesn't make local government accountable for high level community visions or outcomes. Rather, the Strategic Community Plan needs to include clear definition of the Council's strategic priorities, intentions for asset stewardship and service delivery, and resourcing implications over the coming decade – clearly linked to the community's aspirations.

The Strategic Community Plan can also encompass the contributions of others and provide inspiration and guidance for alignment of all relevant stakeholders in favour of the community's aspirations.

The IPR process takes into account how the community is changing over time, with respect to demography, the nature of economic activity, people's expectations and so on. Technology is changing the way we communicate and interact with each other. The future may require different assets and services.

The process also acknowledges that aspirations will almost always exceed resources. IPR does not provide carte blanche for either unfunded commitments or unbridled rates increases. Options should be robustly assessed and prioritised, with the community able to provide meaningful input on real choices.

Uncertainties should be acknowledged, such as where significant projects are subject to grant funding.

While Council is required to have regard to community input, it is always the Council that has the final decision-making authority and responsibility for the best balance of costs and benefits in striving to meet the community's aspirations. Council may not delegate this responsibility. It is not obliged to accept community preferences with respect to that balancing act and those preferences can be conflicting in any event. The key is to consider and respond with due care and transparency.

¹ Note that the regulations refer to "the vision, aspirations and objectives of the community". This guideline and the Advisory Standard use the term "aspirations" to refer collectively to the vision, outcomes and priorities of the community for ease of reference. The critical requirement is that the community vision is articulated and it is clear what is most important to the community in achieving the vision. The structure of the Plan reflects Council's preferred strategic framework. It is up to the local government whether it uses objectives, outcomes, goals, strategic focus areas, key result areas, or similar.

Resource allocation occurs through long and medium term financial projections based on robust costings of services and assets, reviewed every two years and refined through each year's Annual Budget. This is at the heart of integration in the Framework. Identifying resourcing requirements is fundamental to balancing aspirations with affordability through robust prioritisation as mentioned above. IPR therefore goes beyond ranking wish lists and considers alternative ways of achieving outcomes with and for the community. This is essential to achieving and demonstrating financial sustainability.

Monitoring and reporting are key parts of the Framework. Annual implementation is tracked monthly, while the Corporate Business Plan is reviewed annually. Two yearly Strategic Reviews begin with an update of progress against the Strategic Community Plan.

Core Components

Strategic Community Plan	Community vision, strategic direction, long and medium term priorities and resourcing implications with a horizon of 10+ years
Corporate Business Plan	Four-year delivery program, aligned to the Strategic Community Plan, and accompanied by four-year financial projections
Informing Strategies ² :	
– Long Term Financial Plan	Long term financial position
– Asset Management Plans	Approach to managing assets to deliver chosen service levels
– Workforce Plan	Shaping workforce to deliver organisational objectives now and in the future
– Issue or Area Specific Plans	Any other informing plans or strategies (eg ICT, recreation plan, youth plan, local area plan etc)
Annual Budget	Financial statements and policies for one year

2.2 Integrated Planning and Reporting Cycle

Vision, strategic direction and aligning medium term delivery

IPR is cyclical. Nominally, it begins with community visioning which is at the top of the diagram below. This forms the front end of the Strategic Community Plan, which also contains the community's aspirations for the long and medium term. Resourcing

² The Long Term Financial Plan, Asset Management Plans and Workforce Plan are referred to collectively as the "core" informing strategies

implications of alternative strategic scenarios are modelled in the Long Term Financial Plan.

The medium term priorities form the front end of the Corporate Business Plan. The desired work program is developed and costed in detail. Generally, the first attempt will exceed what is considered affordable. After further prioritisation, a realistic work program with accompanying financial projections is settled upon. The first four years of the Long Term Financial Plan are updated accordingly and final changes made to the Strategic Community Plan, Asset Management Plans and Workforce Plan if and as required.

It is therefore a highly iterative process as the Strategic Community Plan, Corporate Business Plan and core Informing Strategies settle together.

Annual cycle

The next part of the cycle is the annual cycle. It consists of the Annual Budget, monitoring implementation, and the Annual Report. The Annual Budget is based on the relevant year's work program and financial year in the Corporate Business Plan.

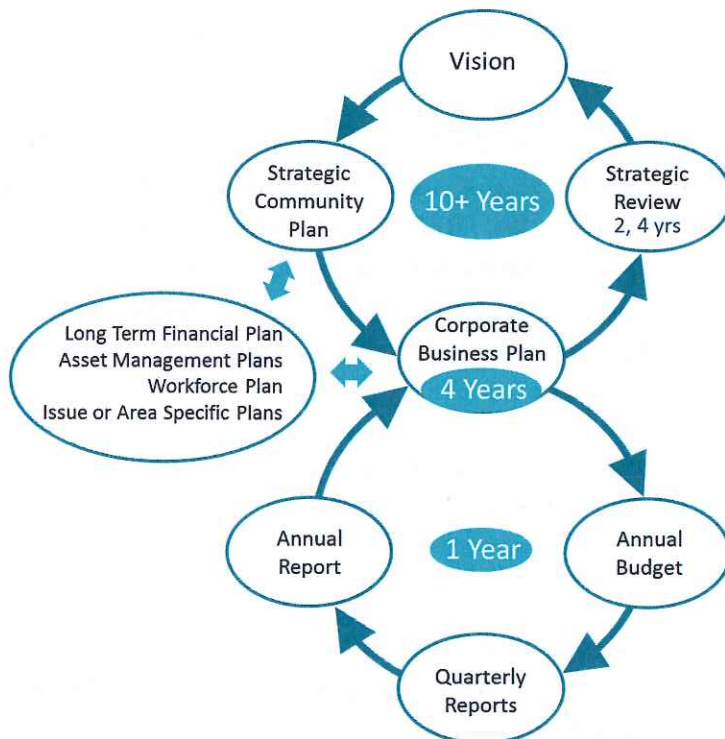
Each year the Corporate Business Plan is updated and reviewed. Both progress and significant revisions are recorded in the Annual Report. A year is added to the Long Term Financial Plan.

Strategic review

Every second year, the process enters the Strategic Review. The Strategic Review alternates between the minor and major versions. The minor version is generally a desktop review process and tends to focus on resetting the Corporate Business Plan. The major version involves re-engagement with the community on vision, outcomes and priorities, and a comprehensive review of the whole IPR suite.

While not mandatory, aligning the Strategic Review with the election cycle enables the post-election Council to quickly get behind the "steering wheel" of strategic direction which is at the heart of its governance role. Note that if a local government is making a one-off adjustment to bring the two cycles into alignment, this must be done while meeting the requirement for a Major Strategic Review at least every four years (see Section 5).

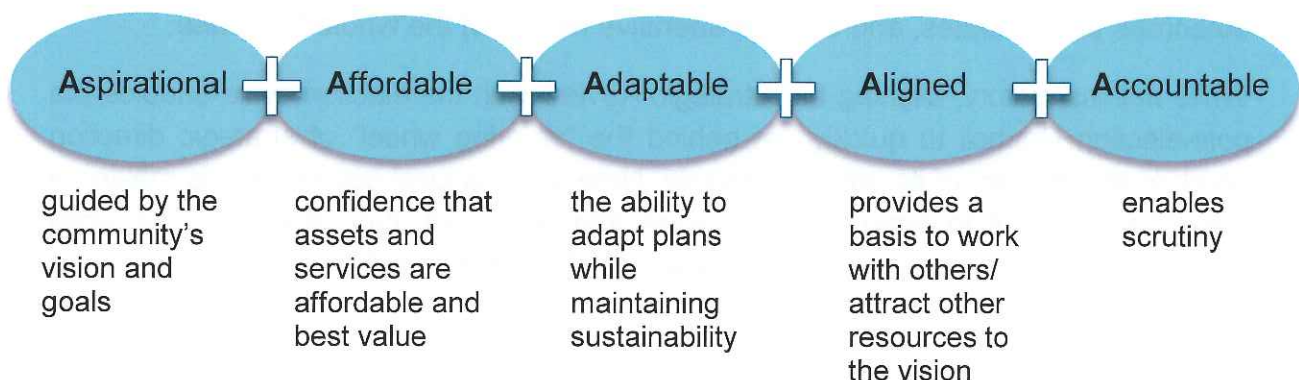
Integrated Planning and Reporting Cycle



2.3 Benefits of Integrated Planning and Reporting

The benefits of IPR need to be considered in light of the local government's budget over the coming decade, and the other resources that could potentially be attracted. IPR aims to ensure that the totality of those resources are optimally applied to achieving community outcomes, whilst maintaining financial sustainability. When IPR is done well, decisions over those considerable community resources meet the "Five A's":

The "Five A's" of Integrated Planning and Reporting



2.4 Who does what?

The four major parties to IPR each have a unique but inter-connected role. They are:

- Community
- Stakeholder Organisations
- Council

- Administration

Community

The term “community” can have many meanings. It can refer to “...people brought together due to geographical proximity, shared characteristics, beliefs or interests. Communities can interact and communicate both face-to-face and/or remotely using a variety of media including the internet.”³

For the purpose of these guidelines, community refers at least to a group of people living in the same locality⁴ and under the same local government, and businesses and community groups in the locality. The concept of community can be and often is extended to include those from other places who visit, work or recreate within the locality. Those who have left and reside elsewhere (“diaspora”) may also be considered part of the community.

Ideally, the local government actively partners the community in realising the future of the local area. Communities provide vital input to understanding aspirations and service needs. In turn, they have a key role in monitoring progress. These roles are voluntary and rely on engaging local government processes, where the community feels they genuinely have a voice in decisions that affect them in the long, medium and short term.

Stakeholder Organisations

Business sector organisations, community sector organisations, and State, Federal and regional agencies have a vital role to play in meeting community outcomes. In some cases, community outcomes will best be served by alignment and collaboration amongst those organisations (see Section 8). This can be difficult to achieve and sometimes organisations will continue to pursue conflicting agendas in accordance with their own jurisdiction. Unless statutory force is involved, this does not override the IPR. Again the quality of the process will have a strong bearing on the level of engagement achieved and it may take a considerable period of time to develop to the optimal state.

Council

The Council sets the local government’s strategic and policy directions and makes the final judgement call on the best balance between aspirations and affordability. This is at the heart of the elected Council’s governance role and a prime means of giving effect to local democracy. It is up to the Council to ultimately determine affordable and achievable priorities that respond to the needs and aspirations of the

³ [Fritze, J., Williamson, L. & Wiseman, J. 2009, Community engagement and climate change: benefits, challenges and strategies, Department of Planning and Community Development, Victorian Government.](#)

⁴ Note that the community also includes property owners who may live outside the area at any given time.

community. Therefore, it needs to engage with the community and other key stakeholders on the real choices it is facing in the long, medium and short term and really listen. The Council has a formal role in adopting the Strategic Community Plan, Corporate Business Plan and Annual Budget, and is required to undertake regular monitoring and reporting, including the Annual Report.

Administration

The Administration is responsible for advising Council, providing appropriate and effective engagement, planning and monitoring processes and, implementing Council's decisions. The Administration supports Council to set the strategic direction of the local government. This support takes the form of information and advice to Council and leading the preparation of the suite of IPR documents. The Administration ensures that the detailed planning and costing of service level options provides a robust underpinning for community engagement and Council decision-making. The CEO plays a significant leadership role in establishing workforce capacity and developing organisational culture, especially a culture that embraces community engagement as the platform upon which the activities and functions of the local government are built.

SECTION 3 COMPONENTS

This section covers the IPR components in more detail. For each section, there will be a description, a model page of contents, a self-assessment checklist, and the relevant extract of the Advisory Standard (as applicable).

3.1 Strategic Community Plan

Description

Overview

The Strategic Community Plan is the Council's principal 10-year strategy and planning document. It is the guiding document for the remainder of the IPR suite. Community engagement to determine their vision and priorities is central to the Plan.

Key points

It is helpful to articulate the key points of the Strategic Community Plan – what difference it will make to the community – in the front of the document. Those key points provide a basis for widely communicating the intentions.

Strategic context

The strategic context includes the community and economic profile; opportunities and challenges facing the community over the coming decade; and the regional, state and planning landscape. These would be expected to influence the content of the Plan. What are the trends and issues? What are the significant sub-regional,

regional, State and/or Federal strategies and plans that have a material bearing on the prospects for the local area?

Vision and strategic direction

The community's aspirations (vision, outcomes and priorities) are expressed in the Strategic Community Plan. The community is likely to create a vision and outcomes that guide the local government's service delivery role but also stretch beyond it. This also serves to inspire the community and enable the local government to represent the community with other parties who influence community outcomes. The Strategic Community Plan is a vehicle to guide ongoing dialogue, advocacy and partnerships.

The Council may also wish to include its values and mission statement. Along with this, the Council's decision-making criteria provides valuable information on what was taken into account in formulating the Strategic Community Plan.

The Strategic Community Plan is structured with the local government's choice of strategic framework. Usually this will be based on the outcome areas of social, economic, and environmental wellbeing. Usually there will be an outcome area related to good governance as well. The outcome statements can be called outcomes or goals or similar – that is the choice of each local government. The Plan should provide strategic direction across the local government's responsibilities.

Clear priorities over the medium and long term

The community's aspirations over the long and medium term should be clearly articulated. It should be very clear what the local government will be focused on. The medium term priorities will be taken forward into the Corporate Business Plan.

Resourcing

The Strategic Community Plan should show the long term financial profile. This should include the anticipated rates requirement. The first four years will be fairly robust, enhancing confidence in the longer term financial sustainability of the Plan. It is acknowledged that the Long Term Financial Plan will be updated every year (more substantially every second year), however, it is important to show a sustainable starting point in the Strategic Community Plan, with a subsequent trail of revisions until the next Major Strategic Review. The Plan should also highlight asset and workforce requirements, and give assurance that the associated financial implications are included in the long term financial profile.

Strategic risk management

Strategic risks need to be considered in the Strategic Community Plan. Strategic level risks can be internal or external and are associated with achieving the organisation's long term objectives. Examples include natural disaster; governance breakdown; substantial funding changes; lack of community engagement; or organisational dysfunction such as incompetence, fraud or critical skill shortages. Strategic level risks should be considered by Council and are usually owned by Council and/or the Executive Team.

Monitoring and reporting

Last but not least, the Strategic Community Plan needs to be clear about how its progress will be monitored and reported (see also Section 4). Note that this may include monitoring progress towards high level community outcomes, even though the results may reflect other factors (i.e. over and above the impact of the Plan). There is less emphasis on performance in this Plan.

Model page of contents

The following model page of contents is for reference only. The way each local government lays out its Strategic Community Plan is highly discretionary.

1. Foreword
 - *Foreword by the Mayor/President*
2. Introduction
 - *Key points of the plan*
 - *Purpose of the Strategic Community Plan and where it fits into IPR*
 - *Review cycle*
3. Context
 - *Community and Economic Profile (including demographic trends)*
 - *State, federal, regional and sub-regional context and strategies/plans etc*
 - *Strategic issues facing community*
4. Community Engagement
 - *Description of the community engagement that was undertaken in the course of developing the Strategic Community Plan*
5. Strategic Direction
 - *Community vision and outcomes*
 - *Values*
 - *The local government's roles and services*
 - *Decision-making criteria (how Council assesses costs, benefits and risks in making choices)*
 - *Council priorities*
 - *Objectives and strategies*
 - *Major projects*
6. Resourcing Implications
 - *10-year financial profile (includes rates profile)*
 - *Asset and workforce requirements*
7. Strategic Risk Management
 - *Strategic risk management*
8. How will we know if the plan is succeeding?
 - *Progress/success measures*

Self-assessment good practice checklist

- Is it easy to see what the Strategic Community Plan will deliver for the community in one place?
- Are the opportunities and challenges facing the community clear?
- Are the challenges and opportunities reflected in the content of the Plan?
- Does the Plan explain what community engagement was undertaken and how the Plan was influenced by the community's input?
- Has the community's vision been captured?
- Is it clear how the Council takes account of costs, benefits and risks in making choices?
- Are Council's priorities explicit?
- Is the Strategic Community Plan comprehensive?
- Have other relevant organisations and agencies been involved?
- Have the resourcing implications been identified and is a financial profile provided?
- Have strategic risks been identified and managed?
- Is there a set of key measures that will enable Council and the community to monitor progress?
- Does the Plan include a review schedule?
- Has the Plan been publicly notified?

Advisory Standard – Strategic Community Plan

Achieving Standard	<p>Achieving Standard is met when:</p> <ul style="list-style-type: none"> ▪ A Council has adopted a Strategic Community Plan that meets all of the regulatory requirements: <ul style="list-style-type: none"> (i) A minimum ten-year timeframe (ii) States community aspirations - vision, outcomes⁵ and priorities (iii) Developed or modified through engagement with the community, and this is documented (iv) Has regard to current and future resource capacity, demographic trends and strategic performance measurement (v) Is adopted, or modifications to it are adopted, by an absolute majority of council (vi) is subject to a full review scheduled for 4 years from when it is adopted ▪ The local government has a community engagement policy or strategy ▪ Community engagement⁶ involves at least 500 or 10% of community members, whichever is fewer, and is conducted by at least 2 documented mechanisms ▪ A Strategic Review is undertaken every two years, alternating between a Minor Strategic Review and a Major Strategic Review
Intermediate Standard	<p>Intermediate Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Strategic Community Plan connects most of the activities and services that are delivered by the local government with the community's aspirations - vision, outcomes and priorities ▪ The Strategic Community Plan takes into account a range of relevant external factors, including relevant plans of State and Commonwealth agencies ▪ Community engagement involves more than the minimum number of community members as provided for in the Achieving Standard, is inclusive and uses more than the minimum number of documented mechanisms that apply in the Achieving Standard
Advanced Standard	<p>Advanced Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Strategic Community Plan meets Achieving and Intermediate Standards ▪ The Strategic Community Plan connects all of the activities and services that are delivered by the local government with the community's aspirations - vision, outcomes and priorities ▪ The Strategic Community Plan demonstrates effectiveness in achieving community objectives

3.2 Corporate Business Plan

⁵ Local government to use its preferred terminology

⁶ Refers to Major Strategic Review

Description

Overview

The Corporate Business Plan (Corporate Business Plan) is the Council's 4-year planning document. It gives effect to the first four years of the Strategic Community Plan and is pivotal in ensuring that the medium term commitments are both strategically aligned and affordable. This is achieved through rigorous scrutiny and prioritisation in the Strategic Review process (see Section 5).

Key points

Again, it is helpful to articulate the key points of the Plan – what difference it will make to the community – in the front of the Plan. The key points of the Corporate Business Plan will tend to be highly tangible and specific.

Vision and strategic direction

The Corporate Business Plan typically includes a summary of strategic direction, including the ten and four-year priorities.

Assumptions and sensitivities

The assumptions for the coming years are included and significant sensitivities noted.

Who is responsible for what

The Plan also shows where functional responsibilities sit for external and corporate services. The organisation chart may be included if desired.

Services, service levels, any planned changes and major projects

The core of the document is the plan for the delivery of services, linked to strategic direction, over the four-year period. This should clearly show the service levels to be provided and any changes from current service levels. It should also identify major projects.

Financial profile and links to asset management plans and workforce plan

The service levels to be provided will have been prioritised based on an assessment of the costs and benefits of different options. By the time these have settled into the best balance between aspirations and affordability, the corresponding four-year financial forecasts will be able to set out the expected rating levels over the term of the Plan. Workforce and asset management implications and resourcing requirements will have been incorporated.

Risk management

Again, the risks to the Plan are identified and managed.

Monitoring and reporting

Finally, the progress and performance measures are included (see also Section 4). There is more emphasis on performance in this Plan. Note that the Corporate Business Plan is reviewed and updated every year.

Model page of contents

The following model page of contents is for reference only. The way each local government lays out its Corporate Business Plan is highly discretionary.

1. Foreword
 - *Foreword by the Chief Executive Officer*
2. Introduction
 - *Key points of the plan*
 - *Purpose of the Corporate Business Plan and where it fits into IPR*
 - *Review cycle*
3. Context
 - *Summary of strategic direction, including ten and four-year priorities*
4. Delivery Plan
 - *Assumptions*
 - *Functional responsibilities*
 - *Services (linked to strategic direction) – services levels and any changes over four years*
 - *Major projects*
5. Four-year forecast budgets
6. Link to Workforce Plan
 - *Summary of key workforce implications/requirements*
 - *Include organisation development priorities*
7. Link to Asset Management Plans
 - *Summary of key asset management implications/requirements*
8. Risk Management
 - *Risk management*
9. How will we know if the plan is succeeding?
 - *Progress/performance measures*

Self-assessment good practice checklist

- Is it easy to see what the Corporate Business Plan will deliver for the community in one place?
- Is it clear how the strategic direction of the Strategic Community Plan flows through the Corporate Business Plan?
- Have other relevant organisations and agencies been involved?
- Have the resourcing implications been identified and are four-year financial forecasts provided?
- Does the delivery plan represent best value? How do you know?

- Have risks been identified and managed?
- Is there a set of key measures that will enable Council and the community to monitor progress?
- Does the Plan include a review schedule (annual updates and Strategic Reviews)?

Advisory Standard – Corporate Business Plan	
Achieving Standard	<p>Achieving Standard is met when:</p> <ul style="list-style-type: none"> ▪ A Council has adopted a Corporate Business Plan that meets all of the listed regulatory requirements: <ul style="list-style-type: none"> (i) A minimum four-year timeframe (ii) Identifies and prioritises the principal strategies and activities the Council will undertake in response to the aspirations stated in the Strategic Community Plan (iii) States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost (iv) References resourcing considerations such as asset management plans, finances and workforce plans (v) Is adopted by Council by absolute majority Note the Corporate Business Plan must be reviewed annually. ▪ Year 1 of the Corporate Business Plan establishes the Annual Budget ▪ The local government also has in place: <ul style="list-style-type: none"> – a Workforce Plan that meets the Achieving Standard – asset management key performance indicators that meet the Standards – a Long Term Financial Plan
Intermediate Standard	<p>Intermediate Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Corporate Business Plan meets the Achieving Standard ▪ Core informing strategies (Workforce Plan, Asset Management Plans, Long Term Financial Plan) have been integrated to drive activities and service delivery ▪ The Workforce Plan meets Intermediate Standard ▪ Asset management key performance indicators are at “Standard is improving” ▪ Financial management key performance indicators meet Achieving Standards
Advanced Standard	<p>Advanced Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Corporate Business Plan meets the Achieving Standard and Intermediate Standard ▪ All activities and services delivered are integrated through the Corporate Business Plan ▪ Asset key performance indicators are at “Standard is improving”* and all financial performance indicators meet Advanced

	Standards (where applicable) <ul style="list-style-type: none"> ▪ The Workforce Plan meets Advanced Standard
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* As described in Local Government Operational Guideline Number 18, Financial Ratios, June 2013 available here:

https://internal.dlqc.wa.gov.au/Publications/Documents/DLGC_LG_Operational_Guideline_18.pdf

3.3 Issue or area specific strategies/plans

Description

Overview

The IPR Framework provides for issue specific strategies and plans. For example, these may include an information and communication technology (ICT) plan, recreation strategy, age-friendly community plan, arts and culture plan, and an economic development strategy.

There may also be plans that cover a wider range of issues but for a specific geographic area. These are generally known as local area plans or place plans or similar.

Any strategies or plans such as these are informing strategies under the IPR Framework. Preparation often involves considerable user and/or community input. They are a way of providing more specific and detailed guidance on strategic direction and in some cases actions. The level of specificity is at the discretion of the local government.

Alignment with IPR suite

It is important to link the documents into the IPR suite. Generally, issue or area specific strategies or plans are one of two types:

- Either, they are solely higher level guiding documents, which articulate aspirations and strategic intent; or
- They go further and also contain specific priorities regarding new or enhanced service levels, projects or activities.

Either way, they should show how they link to the Strategic Community Plan, including as relevant, the identified priorities.

If they contain specific priorities regarding new or enhanced services levels, projects or activities and the resource implications are significant, then the plan should be fed into the next Strategic Review (see Section 5). It is important to avoid creating issue or area specific plans or strategies with unfunded commitments that sit outside IPR.

New expenditure should be incorporated into the Corporate Business Plan and four-year budget forecasts/LTFP projections to determine where the line gets drawn in the list of priorities, relative to business as usual.

Managing community expectations

In these cases, it is important not to raise expectations in the community before the final decisions are made. While the issue or area specific plan may set priorities within a particular issue or area, significant reallocation of resources cannot be undertaken in isolation and only a Strategic Review can set priorities across all expenditure.

Setting a schedule for developing/reviewing issue and area specific strategies and plans

Many local governments are now scheduling their issue and area specific plans in their Corporate Business Plans so they are timed to feed into Strategic Reviews, progressively improving the strategic impact of their services and activities.

Model page of contents

The following model page of contents is for reference only. The way each local government lays out its issue or area specific strategies or plans is highly discretionary. This model is based on type (b) as outlined above.

1. Foreword
 - *Foreword by the Chief Executive Officer and/or Mayor/President*
2. Introduction
 - *Key points of the plan*
 - *Purpose of the plan and where it fits into IPR*
3. Context
 - *Summary of strategic context (eg outcomes or goals etc from Strategic Community Plan, key issues, results of engagement with the community and other agencies as applicable, other relevant context)*
4. Strategies, Objectives and Actions
 - *How the outcomes or goals etc from the Strategic Community Plan will be met, including existing and any new services, enhancements to service levels, projects and activities*
5. Resource Implications
 - *Costings linked to ten and four-year financial forecasts or process for prioritisation through the next Strategic Review*
6. How will we know if the plan is succeeding?
 - *Progress/performance measures*

Self-assessment good practice checklist

- Is it easy to see what the plan will deliver for the community in one place?

- Is it clear how the strategic direction of the Strategic Community Plan flows through the plan?
- Have other relevant organisations and agencies been involved (if applicable)?
- Have the resourcing implications been addressed?
- Does the plan represent best value? How do you know?
- Is there a set of key measures that will enable Council and the community to monitor progress and impact?

3.4 Asset Management Plans

Description

Overview

The effective management of assets is crucial to the sustainable delivery of local government services. Assets need to serve the needs of the community, in alignment with the Strategic Community Plan and the Corporate Business Plan. Local governments hold a large portfolio of long-lived assets, so it is critical to plan and prioritise the maintenance, renewal and replacement of existing assets and the acquisition of new assets. This requires a long-term “whole of life” view of asset management.

Furthermore, it is only through robust asset planning and costings that different options for the future can be explored with the community. For example, it is natural for communities to desire new facilities and oppose asset retirements, but with an understanding of the long term costs of the existing asset base plus potential changes, they are able to engage meaningfully with the choices.

Asset Management Plans are therefore a key part of the IPR Framework, both as a core informing strategy and as a tool for effective implementation.

There are three core asset planning outputs – asset management policy, asset management strategy and asset management plans – as outlined below. These may be separate documents, with the first two overarching all asset classes, accompanied by a set of documents comprised of a Plan for each asset class separately. However, in a small local government with relatively few assets, it may make more sense to have a single document with the Policy, Strategy and each asset class forming chapters, possibly with more detailed schedules (attached or separate).

In any event, whether as chapters or separate documents there needs to be an Asset Management Plan for each asset class. As a reminder of this, the guideline refers to Asset Management Plans (plural).

For ease of reference, the model page of contents below is written as a single document. It is up to each local government to ensure that the level of

documentation is commensurate with the size and nature of the asset base, and that each asset class is adequately covered.

Asset Management Policy

An Asset Management Policy outlines a local government's asset management objectives, targets and plans. It establishes a platform for service delivery and provides the framework that enables the Asset Management Strategy and Plans to be produced. The Asset Management Policy must support a 'whole of life' and 'whole of organisation' approach to asset management.

The Administration develops the Asset Management Policy for consideration and adoption by the Council, based on Council priorities and community needs.

Asset Management Strategy

An Asset Management Strategy outlines how the local government's assets will meet the service delivery needs of its communities into the future, enable the local government's Asset Management Policy to be achieved, and ensure that asset management is established as an integral part of the local government's IPR suite. This includes the governance and management arrangements for asset management.

Asset Management Plans

Asset Management Plans define levels of service, the processes local governments use to manage each of their asset classes, demand and financial projections and an asset management improvement plan.

They are underpinned by an Asset Management Register, which is a record of assets which the local government controls and uses to deliver various services and activities (see chapter 7 in the model page of contents below). The Register includes an assessment of the condition of assets, which is a critical factor in determining renewal and preventive maintenance requirements to achieve the chosen service levels.

Asset Management Plans should be linked to the Strategic Community Plan and Corporate Business Plan. They should be developed for all major asset classes, including, but not limited to: roads, drainage, paths, parks and buildings. As mentioned above, there is discretion in the form of documentation, according to the size and nature of the asset base involved.

Alignment with IPR suite

Activities to ensure alignment between Asset Management Plans and other elements of the IPR suite include:

- Supporting ongoing policy and strategy development for the management of assets, and service level reviews.

- Capturing and evaluating proposals wherever new assets, upgrades, replacements, or asset disposals are involved, utilising whole of life costings.
- Including asset requirements associated with any future changes identified in the Workforce Plan.
- Maintaining an up to date asset register and asset condition assessments in order to show the current state of the assets and provide an indication of the extent of upgrade or renewal required to keep the asset at an acceptable level.
- Monitoring asset ratios (see Advisory Standard below)
- Regularly review risk assessment and strategies to ensure that risks to critical assets are managed and minimised.

Model page of contents

The following model page of contents is for reference only. The way each local government lays out its Asset Management Plans is highly discretionary.

1. Introduction
 - *Key points of the plan*
 - *Purpose of the plan and where it fits into IPR*
2. Context
 - *Summary of strategic context – outcomes or goals etc from Strategic Community Plan, key issues, results of engagement with the community and other agencies as applicable and key links to the asset base*
3. Asset Management Policy
4. Asset Management Strategy
5. Governance and Management Arrangements
6. Stakeholders
7. Description of Assets
 - *Asset Hierarchies*
 - *Asset Inventory/Asset Quantities*
 - *Useful Lives*
 - *Asset Condition*
8. Asset Data
9. Asset Related Activities and Service Levels
 - *Asset Related Activities*
 - *Community and Technical Service Levels*
10. Asset Valuations
 - *Unit Rates*
 - *Valuations*

11. Future Considerations

- *Population Growth*
- *Technological Change Forecast*

12. Forecast Expenditure and Cash Flows

- *Maintenance Expenditure*
- *Renewal Expenditure*
- *Asset Acquisition, Construction and Upgrade Expenditure*
- *Asset Disposals*

13. Targets, Measures and Monitoring

- *Reporting Requirements*
- *Asset Management Targets, Measures and Monitoring, including asset ratios*

14. Asset Management Improvement Plan

Self-assessment good practice checklist

- Is it clear how the Plans reflect the strategic direction of the Strategic Community Plan and the work program of the Corporate Business Plan?
- In particular, are the service levels clear and aligned to the Strategic Community Plan and Corporate Business Plan?
- Has projected demand from population growth / decline / change in composition been considered?
- Are robust financial forecasts provided?
- Have the financial forecasts been incorporated into the four-year financial projections/LTFP and Annual Budget?
- Are the asset ratios (see Advisory Standard below) on track?
- Have risks been identified and managed?
- Do the Asset Management Plans represent best value? How do you know?
- Have resources been provided to implement the Asset Management Improvement Plan?
- Is there a set of key measures to monitor progress?

Advisory Standard – Asset Management Plan		
Asset consumption ratio (ACR)	Achieving Standard	Achieving Standard is met if ratio data can be identified and ratio is 50% or greater
	Standard Improving	Standard is improving if ratio is between 60% and 75%
Asset sustainability ratio (ASR)	Achieving Standard	Achieving Standard is met if ratio data can be calculated and ratio is 90%
	Standard Improving	Standard is improving if ratio is between 90% and 110%

Asset renewal funding ratio	Achieving Standard	Achieving Standard is met if ratio data can be identified and ratio is between 75% and 95%
	Standard Improving	Standard is improving if ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%.

3.5 Workforce Plan

Description

Overview

It is essential to plan for a workforce that can deliver the Corporate Business Plan and to consider the workforce implications of the Strategic Community Plan. The Workforce Plan addresses the skills, expertise and knowledge requirements; the desired organisational culture and how to develop it; what organisational structure will work best; recruitment and retention in the context of labour market challenges and opportunities; and the facilities and equipment needed to support a productive and inclusive workforce. The Workforce Plan will also have regard to other regulatory requirements such as Equal Employment Opportunity Plans and Outcome 7 of the Disability Access and Inclusion Plan.

In addition, similar to the Asset Management Plans, it is only through robust workforce planning and costings that options for the Corporate Business Plan can be fully explored. The extent and timing of new initiatives may be influenced by the full costs once calculated.

Workforce Plans are therefore also a key part of the IPR Framework, both as a core informing strategy and as a tool for effective implementation.

Note that it is not a requirement for Councils to adopt the Workforce Plan, although some do by agreement with their Chief Executive Officer. The Council has a legislative role in some aspects of the workforce, notably the appointment and performance management of the Chief Executive Officer, responsibility for ensuring that there is an appropriate structure for administering the local government, and some specific provisions regarding designated senior employees.

Other than those exceptions, the Workforce Plan is in the domain of the Chief Executive Officer's authority. Therefore, while the resourcing of the Workforce Plan is essentially an outcome of the Council's IPR decisions, it is for the Chief Executive Officer to ensure that the Workforce Plan enables the organisation's objectives to be achieved in the most efficient and effective manner.

Typically, the Chief Executive Officer provides the Workforce Plan for the information of the Council.

Analysis of internal and external environment and workforce

The Workforce Plan asks “where are we now”? It looks in depth at the current workforce, organisation structure and labour market (current and projected).

Strategic Community Plan and Corporate Business Plan workforce implications

Assessing the workforce implications of the Strategic Community Plan and the Corporate Business Plan is an essential part of the Workforce Plan. For the Strategic Community Plan, it is important to look at the overall strategic direction. For example, does it signal a shift to a more empowered workforce? A more collaborative workforce? A stronger emphasis on partnerships? A more consultative approach with the community in general? Enhanced project management discipline across the organisation? Bigger picture, longer term shifts like these have significant implications for recruitment and training and development potentially over several years.

For the Corporate Business Plan, the assessment needs to be quite specific in terms of skills and staff numbers. Risks, particularly with respect to key workers, need to be assessed. Here it is also vital to also look at alternative methods for meeting objectives and service levels. There may be ways to “do more with less”. By the end of this assessment, the costs of additional staff if required, development issues and risks associated with the workforce needed to deliver the Corporate Business Plan will be identified.

Strategies to Meet Future Workforce Needs

Strategies will typically cover recruitment, retention, succession, productivity and organisation development. Strategies can include innovative marketing, to flexible work policies, to upgraded business process software, to enhanced staff training and development, to employee participation and culture change and anything in between. Many local governments also take the opportunity to review their structure. Is it still fit for purpose? Does it enable the organisation to deliver most efficiently and effectively?

Monitoring outcomes

The monitoring process identifies what is working and what is not and what new workforce and organisational issues have arisen. It enables plans and strategies to be adjusted in a timely way in continuous alignment with the Strategic Community Plan and Corporate Business Plan, primarily through the Strategic Reviews (see Section 5).

Alignment with IPR suite

Activities to ensure alignment between the Workforce Plan and other elements of the IPR suite include:

- Supporting ongoing policy and strategy development for workforce planning and human resource management.

- Ensuring workforce implications are considered in proposals for new or enhanced services, projects and activities.
- Including workforce requirements associated with any future changes identified in the Asset Management Plans.
- Undertaking workforce planning as an integral part of the management and operations of the organisation. Where there is a Human Resources specialist/ Department, this means they should not produce the Workforce Plan in isolation.
- Regularly review risk assessment and strategies to ensure that risks to critical positions are managed and minimised.

Model page of contents

The following model page of contents is for reference only. The way each local government lays out its Workforce Plan is highly discretionary.

1. Introduction
 - *Key points of the plan*
 - *Purpose of the plan and where it fits into IPR*
2. Analysis of internal and external environment and workforce
 - *Organisation structure chart*
 - *Workforce profile*
 - *Financial analysis*
 - *Current labour market*
 - *Labour market trends and projections*
3. Strategic Community Plan and Corporate Business Plan workforce implications
 - *Broad implications of the Strategic Community Plan (significant shifts in capacity and/or capability)*
 - *Specific implications of the Corporate Business Plan*
 - *Consideration of alternative delivery methods (eg outsourcing, partnerships etc)*
 - *Cost of additional staff if required*
 - *Gaps, issues and risks*
 - *Impacts of current and future environment*
4. Strategies to meet future workforce needs
 - *Recruitment strategies*
 - *Retention strategies*
 - *Productivity strategies*
 - *Organisational development strategies*
 - *Supporting policies and processes*
 - *Organisation structure*
 - *Risk management*
 - *Cost of strategies*
 - *Outcome / performance measures*
5. Monitoring
 - *Results are reviewed against the outcome / performance measures included in the strategies section*

Self-assessment good practice checklist

- Is it clear how the Workforce Plan reflects the strategic direction of the Strategic Community Plan and the work program of the Corporate Business Plan?
- Have labour market trends been considered?

- Are robust workforce costings provided?
- Have the costings been incorporated into the four-year financial projections/LTFP and Annual Budget?
- Have risks been identified and managed?
- Does the Workforce Plan represent best value? How do you know?
- Have resources been provided to implement the strategies of the Workforce Plan?
- Is there a set of key measures to monitor progress?

Advisory Standard – Workforce Plan	
Achieving Standard	<p>Achieving Standard is met when:</p> <ul style="list-style-type: none"> ▪ Council has a current Workforce Plan ▪ The Workforce Plan identifies the current workforce profile and organisational structure ▪ The Workforce Plan identifies gaps between the current profile and the organisation's requirements ▪ The Workforce Plan identifies organisational activities to foster and develop workforce ▪ The Workforce Plan is budgeted for in the Corporate Business Plan and Long Term Financial Plan
Intermediate Standard	<p>Intermediate Standard is met when the Workforce Plan meets the Achieving Standard and:</p> <ul style="list-style-type: none"> ▪ Council has a Workforce Planning policy ▪ Council has a system to collect and analyse workforce information ▪ Organisational activities to foster and develop the workforce are being implemented as planned ▪ The Workforce Plan is integrated with other plans ▪ Reports to Council identify workforce requirements and implications and Council decision making takes these into account ▪ Employees have the opportunity to participate in the workforce planning process
Advanced Standard	<p>Advanced Standard is met when the Intermediate Standard has been met and:</p> <ul style="list-style-type: none"> ▪ Workforce planning, policy and practices are a high priority for the organisation and are incorporated into all planning, decision making, systems, policies and procedures ▪ Managers include workforce considerations as an integral part of the local government's operations for which they are responsible and accountable

3.6 Long Term Financial Plan

Description

Overview

The Long Term Financial Plan (LTFP) is a ten year rolling plan that incorporates the four-year financial projections accompanying the Corporate Business Plan. It is a key tool for prioritisation and ensuring the financial sustainability of the local government. Annual Budgets are directly aligned to the Corporate Business Plan/LTFP.

Assumptions

The LTFP identifies key assumptions such as demographic projections, rating base growth, consumer price index or local government cost index, interest rates and so on.

Significant Expenditure Implications of the IPR suite

Major capital and operational expenditure implications included in the IPR suite are included and specifically referenced in the LTFP.

Financial Strategies

The LTFP should include its strategies regarding:

- Rating structure
- Fees and charges
- Alternative revenue sources
- Pursuit of grants
- Reserves
- Debt funding
- Asset disposal
- Investment policy

Sustainability Measures

The use of asset and financial ratios are key sustainability measures that can highlight where attention needs to focus in order to keep on track. Note that there are a number of mandatory ratios, however each local government is able to supplement these with other ratios.

The Department of Local Government and Communities and Western Australian Treasury Corporation have partnered to release long term financial planning tools for local governments. The tools include the Financial Health Indicator calculator, which enables a local government to project changes to its financial position over the course of the long term financial plan. Local governments can use this to calculate projections of their financial health using the Financial Health Indicator methodology.

Scenario Modelling and Sensitivity Testing

Scenario modelling is used to explore alternative futures (such as optimistic, conservative and worst case scenarios) to determine the level of flexibility in the LTFP, and sensitivity testing is used to ascertain the impact of variations in the key assumptions (such as CPI estimates, payroll, interest rates, recurrent grant funding).

Alignment with IPR suite

Activities to ensure alignment between the LTFP and other elements of the IPR suite include:

- Ensuring that key assumptions are common across the local government. For example, land use planning, service delivery and finance areas should all be using the same development assumptions
- Incorporating detailed forecasts for the four years of the Corporate Business Plan, including asset management and workforce forecasts
- Ensuring long term financial implications are considered in proposals for new or enhanced services, projects and activities

Model page of contents

The following model page of contents is for reference only. The way each local government lays out its Long Term Financial Plan is highly discretionary.

1. Introduction
 - *Key points of the plan*
 - *Where it fits into IPR*
2. Context
 - *A brief recap of the local government area, its size and location within the State, demographics, industries (consistent with community and economic profile in the Strategic Community Plan)*
 - *Local government assets and services*
3. Strategic Alignment
 - *Significant points of linkage to the Strategic Community Plan, Corporate Business Plan, Asset Management Plans, Workforce Plan and other informing strategies, and Annual Budget (eg any change of focus on specific services reflected in the LTFP)*
4. Assumptions
 - *Assumptions underpinning the plan including financial policies and strategies*
5. Financial Commentary
 - *Comment on the asset and financial ratios over the life of the Plan*
 - *Summarise the financial strategies for rating structure, fees and charges, alternative revenue sources, pursuit of grants, reserves, debt funding, asset disposal, investment policy*
 - *Comment on each of the financial statements*

- *Comment on the supporting schedules including operating revenue, operating expenditure and capital works schedules*

6. Risk Management

7. Scenario Modelling and Sensitivity Analysis

8. Financial statements (forecasts)
 - *Forecast income statement*
 - *Statement of cash flows*
 - *Rate setting statement*
 - *Statement of financial position*
 - *Equity statement*
9. Supporting schedules
 - *Schedule of new / capital works proposed*
 - *Schedule of assumptions underpinning financial forecasts*
 - *Schedule of income / expenditure estimates and assumptions used (e.g. CPI %)*
 - *Schedule of borrowings and payments*
 - *Schedule of reserve movements and balances*
 - *Schedule of asset and financial ratios and any other key performance indicators (KPIs)*
 - *Schedules and comments on scenario modelling and sensitivity analysis*

Self-assessment good practice checklist

- Is it clear how the LTFP reflects the strategic direction of the Strategic Community Plan and the work program of the Corporate Business Plan?
- Does the LTFP include 10 year financial forecasts comprising:
 - Forecast income statement?
 - Statement of cash flows?
 - Rate setting statement?
 - Statement of financial position?
 - Equity statement?
- Supported by:
 - Details of assumptions on which the plan has been developed?
 - Projected income and expenditure?
 - Key Performance Indicators (KPIs)?
 - Scenario modelling and sensitivity analysis?
 - Major capital works schedules?
 - Risk assessments of major projects?
- Do the first four years of the LTFP correspond to the detailed financial projections accompanying the four-year work program of the Corporate Business Plan?
- Have you used the Department of Local Government and Communities' Financial Health indicator to calculate your projections of financial health?

Advisory Standard – Long Term Financial Plan		
Operating surplus ratio	Achieving Standard	Achieving Standard is met if the operating surplus ratio is between 0% and 15%
	Advanced Standard	Advanced Standard is met if the operating surplus ratio is greater than 15%
Current ratio or working capital ratio	Achieving Standard	Achieving Standard is met if the ratio is 1:1 or greater (e.g. 100% or 1.0)
Debt service cover ratio	Achieving Standard	Achieving Standard is met if this ratio is greater than or equal to 2
	Advanced Standard	Advanced Standard is met at a higher level if this ratio is greater than 5
Own Source Revenue Coverage Ratio	Achieving Standard	Achieving Standard is met if the ratio is between 0.4 and 0.9
	Advanced Standard	Advanced Standard is met if the ratio is greater than 0.9

3.7 Annual Budget

Description

Overview

All local governments are required to adopt an annual budget in accordance with Part 6, Division 2 of the *Local Government Act 1995*, Part 3 of the *Local Government (Financial Management) Regulations 1996*, Australian Accounting Standards (AASB) and the Australian Accounting Standards Board Interpretations (AASBI).

The budget is a detailed financial plan for the coming year covering all aspects of a council's operations, and should reflect the resources generated by way of revenue and the resources consumed by way of expenditure. It is the basis for the setting of rates.

In addition to its planning aspects, the budget can and should be used by management as a benchmark against which actual financial and delivery performance can be measured.

As a short term operational plan the annual budget is directed to the ultimate objectives of the council and serves as a guide to maintaining a definite course of activity. It is imperative that all budget estimates such as capital works and new proposals are developed in accordance with the local government's Corporate Business Plan (as updated annually), with any significant variations explained. Managers must be motivated to achieve their individual operational objectives in line with the local government's objectives.

Above all, the budget must be realistic and achievable at all levels within the local government if it is to be used as a benchmark against actual performance.

Financial Statements

The Annual Budget must contain the Statements of Comprehensive Income, Cash Flows, and Rates Setting.

Alignment with IPR suite

Subsequent to the introduction of the IPR Framework, the annual budget results from that process in accordance with the adopted Corporate Business Plan.

It is anticipated that there will be modifications in the second year after each Strategic Review.

There will also be more detailed prioritisation within the broader budget “envelopes” of the Corporate Business Plan that will be determined/confirmed on an annual basis (eg priorities for footpath renewal projects).

Model page of contents

The following model page of contents is for reference only. The way each local government lays out its Annual Budget is somewhat discretionary.

1. Introduction
 - *Overview of what the Annual Budget will deliver to the community, linked to the Strategic Community Plan and Corporate Business Plan*
 - *Highlight any changes to financial strategies*
2. Statement of Comprehensive Income - By Nature or Type
3. Statement of Comprehensive Income - By Program
4. Statement of Cash Flows
5. Rate Setting Statement
6. Notes to and Forming Part of the Budget

Self-assessment good practice checklist

- Is everyone working from the four-year financial forecasts accompanying the Corporate Business Plan?
- Does the budget quantify financial and non-financial inputs to and outputs of the local government’s operations and programs?

SECTION 4 MONITORING AND REPORTING

4.1 Overview

Monitoring and reporting is integral to the IPR Framework. As can be seen in previous sections of these guidelines, each element of the IPR suite has a monitoring section, which outlines the means by which progress will be measured and reported. This section of the guidelines considers monitoring and reporting as a whole.

4.2 Annual Report

The Annual Report is a key formal reporting mechanism in the Framework. Significant changes to either the Strategic Community Plan or Corporate Business Plan must be notified in the Annual Report. It is anticipated that the Annual Report will also outline progress towards the achievement of four-yearly Council priorities as established through the Corporate Business Plan (Intermediate Standard) plus progress towards the achievement of community outcomes established through the Strategic Community Plan (Advanced Standard).

The measures to be included in the Annual Report should ideally be identified in the Corporate Business Plan and Strategic Community Plan. It may be more useful to provide a summary rather than detail every measure. Critical elements such as the delivery of key projects and successful implementation of service level changes are likely to be useful inclusions.

4.3 Other Reporting Mechanisms

Reporting progress towards the Corporate Business Plan and the Strategic Community Plan is a vital link in community engagement (see Section 7). When this is done effectively, it not only contributes to the community's understanding of what the Council is achieving with and for the community, but also to the understanding of the difference the plans make.

However, in many local governments, the Annual Report (and the associated Annual Electors' Meeting) is a poor mechanism for communication with the public. It is an important formal accountability mechanism but it is not generally able to attract wide readership (or attendance in the case of the Annual Electors' Meeting).

Therefore, it is open to local governments to design complementary means of reporting progress and outcomes to the community. There are good examples in the sector, including video reports, user friendly newspaper inserts, displays at the local market etc.

4.4 Measuring Progress and Outcomes

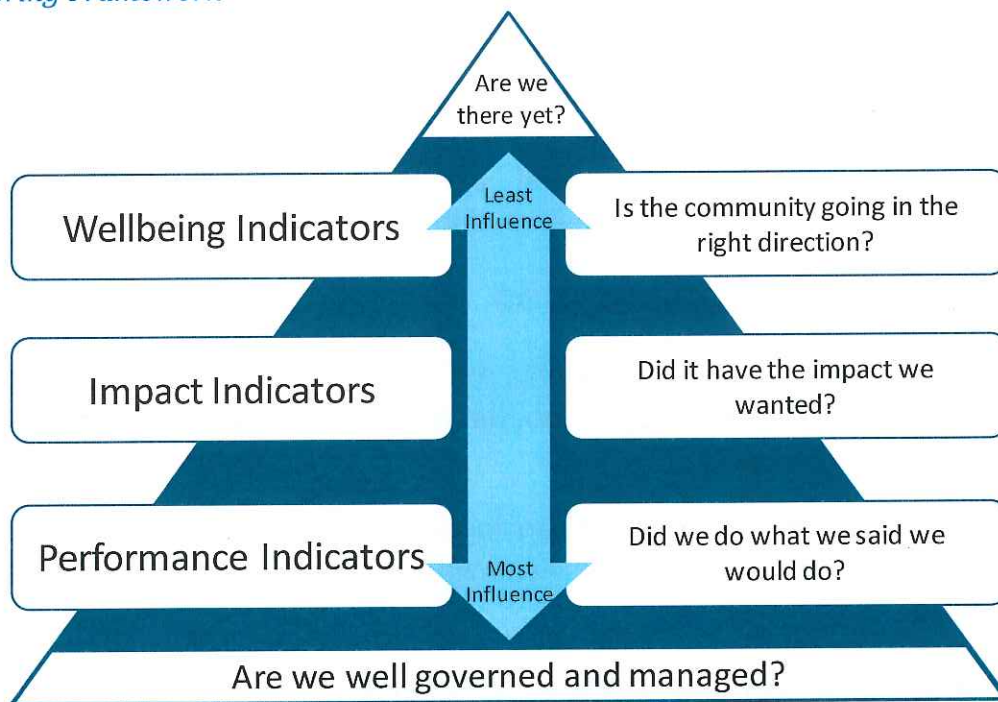
What should be measured? This can be a challenging question. It is suggested that the selection of indicators should follow the following principles.

Principles of Indicator Selection

Principle	Description
Make sure there is a point	Know how the results will help you and your community
Stay on song	Align indicators with strategic goals and priorities
Don't make a rod for your back	Select the "critical few" indicators and consider whether the data is available, reliable, timely, affordable
Don't take responsibility for world peace	Be clear about the level of influence you have
Avoid "double counting"	Don't use multiple indicators that will always move together for the same underlying reason
Recognise limitations	Indicators are indicative!
Be transparent	Document how you designed and selected the indicators

In applying the principles, it is useful to take a structured approach to your indicators as a whole. The following is one way of creating a monitoring framework for your local government, however each local government is free to use their preferred approach.

Monitoring Framework



The levels of monitoring in the framework above are depicted in descending order of influence. This recognises the “don’t take responsibility for world peace” principle. It is good to be clear (and communicate) how much influence you have on the results.

At the foundation of the pyramid, are the measures of good governance and management. These would include the asset and financial ratios as a minimum. Most local governments would supplement these with other key measures, depending on their priorities. Common examples would be advocacy, partnership development and community participation in local government decision-making.

The performance level is focused on outputs – services, assets, projects, activities. Typical indicators might be around delivery of the capital works program, usage of and/or satisfaction with facilities, processing times for development applications and so on. Community satisfaction is increasingly being used as a core measure. These indicators should ideally be seamlessly nested into the organisation’s normal performance management system.

The impact level applies where it is important to evaluate the flow on effect from particular outputs. For example, if community safety is a major issue in the community, it may be useful to monitor the relationship between community safety initiatives (such as lighting, CCTV, crime reduction through environmental design, community policing partnerships etc) and crime and community perception of safety. That way the Council and the community can monitor the result of these investments and, if necessary, adapt the strategies to maximise impact.

The wellbeing level corresponds to the community vision and high level outcomes. These are usually outside the direct control of the local government but give

important contextual information regarding “direction of travel” in the community’s highest aspirations.

Generally, the higher level indicators in the pyramid will be aligned with the Strategic Community Plan and the lower level indicators will be aligned with the Corporate Business Plan. The foundation level indicators of good governance and management are commonly found in either or both Plans.

4.5 Monitoring Implementation

All local governments in Western Australia are required to submit monthly reports of financial activity in line with regulation 34 of the Local Government (Financial Management) Regulations 1996.

Most local governments include non-financial progress reporting on a monthly basis, which is consistent with good practice. At a minimum, this should be undertaken on a quarterly basis.

Self-assessment good practice checklist

- Do your indicators meet the principles of indicator selection?
- Do you have a structured monitoring framework across your IPR suite?
- Do you have the resources and systems in place to efficiently and effectively gather, analyse and present the data you need to populate your indicators?
- Have you notified any significant changes to the Strategic Community Plan or Corporate Business Plan in the Annual Report?
- Have you included a monitoring section for the Strategic Community Plan and Corporate Business Plan in your Annual Report?
- Do you provide information on progress and outcomes to the community in effective ways?
- Do you provide at least quarterly implementation reports to Council, linked to the Corporate Business Plan?

Advisory Standard – Annual Report	
Achieving Standard	<p>Achieving Standard is met if:</p> <ul style="list-style-type: none"> ▪ The local government’s Annual Report meets the listed regulatory requirements: (ii) contains an overview of the Strategic Community Plan and

	<p>the Corporate Business Plan, which together constitute the Plan for the Future</p> <p>(iii) also contains major initiatives to commence or continue in the next financial year</p> <ul style="list-style-type: none"> ▪ The Annual Report must also contain details of: <p>(iv) any modification that was made to the Strategic Community Plan during the financial year; and</p> <p>(v) any significant modification that was made to the Corporate Business Plan during the financial year</p>
Intermediate Standard	<p>Intermediate Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Annual Report outlines progress towards the achievement of (4 yearly) Council priorities as established through the Corporate Business Plan
Advanced Standard	<p>Advanced Standard is met when:</p> <ul style="list-style-type: none"> ▪ The Annual Report meets Achieving and Intermediate Standards ▪ The Annual Report outlines progress towards the achievement of community objectives established through the Strategic Community Plan

SECTION 5 STRATEGIC REVIEWS

5.1 Overview

While the IPR suite “rolls forward” every year, with one year added and annual adjustments made, the Strategic Review is the main process by which the IPR suite is kept current. The two yearly reviews alternate between a Minor Strategic Review and a Major Strategic Review. The indicative four-year IPR “roadmap” is shown below.

A Minor Strategic Review is primarily a desktop exercise and usually focuses on resetting the Corporate Business Plan with consequential amendments to the core informing strategies as required. Assuming there are no major changes proposed, community engagement is discretionary. However, if significant changes are on the cards, then community engagement or consultation is expected. The degree of consultation or engagement should be reflective of the significance of the proposed change.

A Major Strategic Review re-engages with the community on the vision and key choices for the coming ten and four years. The four-yearly Major Strategic Review is a regulatory requirement.

Local governments may wish to align the timing of reviews with the election cycle. Aligning the democratic and planning cycles provides an early opportunity for the Council to engage in the strategy-setting process, which is at the heart of its governance role. This would mean that the Strategic Reviews would be timed to occur

following October local government elections (with some preparation in advance), with the first day of implementation being 1 July of the following year (ie approximately 8 months later). Alternatively, a Council will wait for 20 months (until just prior to the next election) to be at the first day of implementing the results of its Strategic Review.

Alignment is not mandatory and there can be good reasons not to embark on a Strategic Review post-election. For example, it can be advisable to wait if there is an acting CEO in place, or to align with a Land Use Planning Strategy. Maybe there has been an unusual number of retirements and the new Councillors would prefer to “get their feet under the table” for a period of time before undertaking a Strategic Review.

For some local governments, their current four-year cycle is out of alignment with the election cycle, so a one-off adjustment would be needed to bring it into sync. The most common approach would be to undertake a Minor Strategic Review immediately following a Major Strategic Review. **This ensures that the requirement for a Major Strategic Review at least every four years can still be met. It is not permitted to make the adjustment by extending the four-year cycle.**

The work involved would be minimal, unless there are significant issues or changes the post-election Council wishes to propose to the community (in which case, the Council may push for a Strategic Review anyway).

Indicative IPR “Roadmap”

The following diagram depicts an indicative four-year road map for the IPR process. This is for reference only as each local government has significant discretion over the design of the process. For example, while community surveys are considered good practice, they are not mandatory. A local government may choose to conduct a community survey every year, every two years, every four years or not at all.

Indicative IPR “Roadmap”

YEAR 1	YEAR 2 Mini Strategic Review	YEAR 3	YEAR 4 Major Strategic Review
<ul style="list-style-type: none"> Annual Report on previous year Annual Budget for year 2 Extend 4 and 10 year budgets by one year Revisions to CBP Plan survey and community progress report (for Mini Strategic Review) 	<ul style="list-style-type: none"> Annual Report on year 1 Community Survey Community Progress Report Minor Strategic Review <ul style="list-style-type: none"> Updated Context Limited community engagement Revised 4 year program Revisions to IPR suite Annual Budget for year 3 	<ul style="list-style-type: none"> Annual Report on year 2 Annual Budget for year 4 Extend 4 and 10 year budgets by one year Revisions to CBP Plan survey and community progress report (for Major Strategic Review) 	<ul style="list-style-type: none"> Annual Report on year 3 Community Survey Community Progress Report Major Strategic Review <ul style="list-style-type: none"> Updated Context Extensive community engagement to refresh vision and goals Revised 10 and 4 year strategic priorities Revisions to IPR suite Annual budget for year 1 (next 4 year cycle)

5.2 “Right sizing” the Major Strategic Review

The Major Strategic Review needs to be tailored to the circumstances of each local government. Relevant considerations include size/capacity; current practice and aspirations for improvement; and the nature and extent of potential change.

The following section outlines a pro-forma process and timeline – one version for a Major Strategic Review aligned to the election cycle and a second version for a non-election year. The steps in the review are fairly well spaced out to minimise acute pressure points, however these can be considerably condensed if desired. A small local government with minimal pressure to change could complete the steps in a much shorter timeframe.

Furthermore, the steps in the process themselves are highly scalable. For example, community engagement can be more or less extensive. Conversations at the local fair in a country local government area can achieve a level of engagement that would be the envy of a large metropolitan local government. Similarly, the process for reviewing the first cut of the strategic community plan will vary depending on a range of specific local factors.

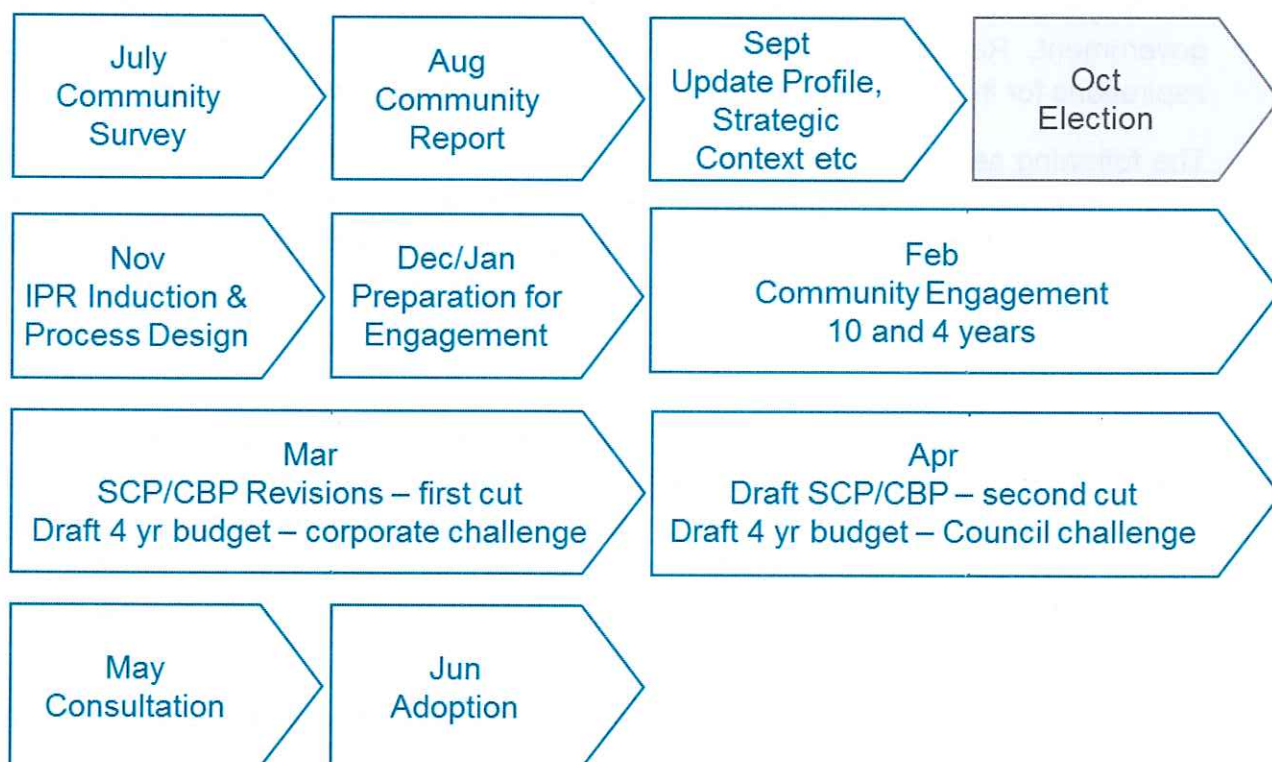
The key message is that the Major Strategic Review should be designed on a “horses for courses” basis.

5.3 Pro-forma process and timeline

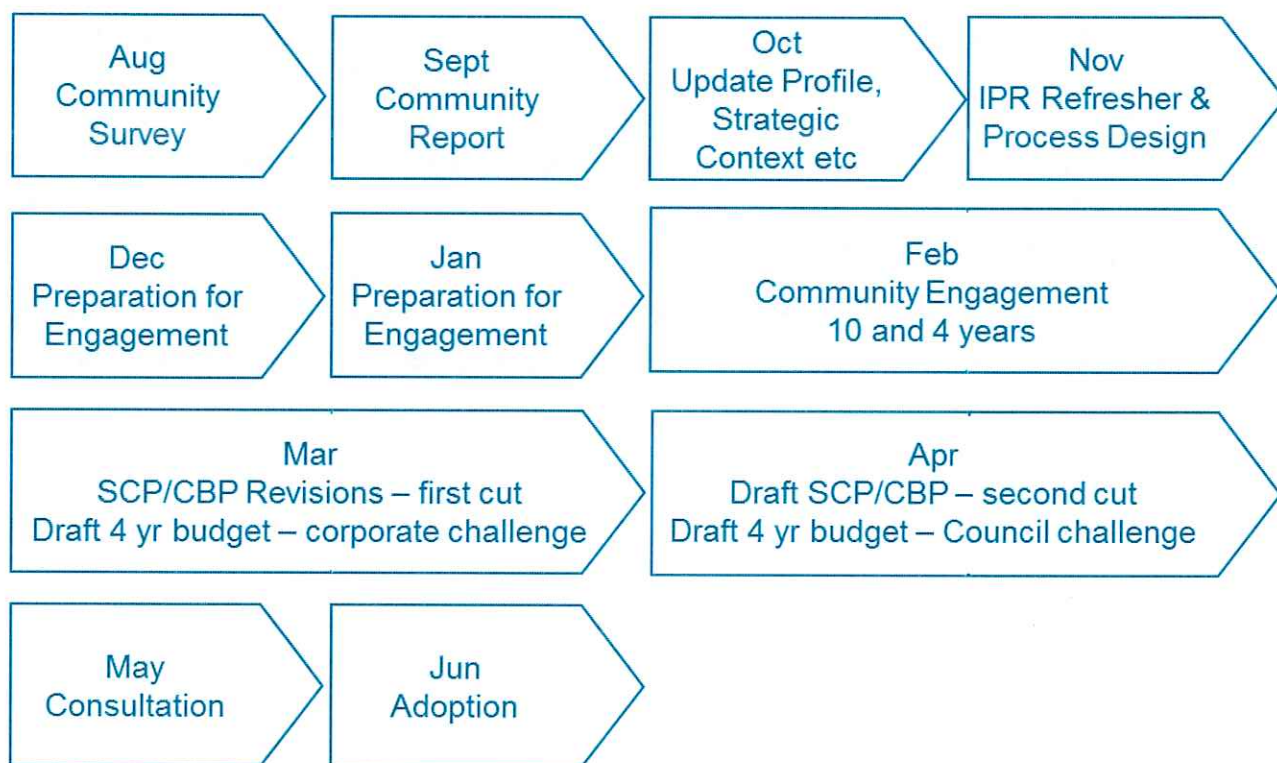
The pro-forma process and timeline for a Major Strategic Review is outlined below. There are two versions. The first is based on alignment with the election cycle and the other is based on a process undertaken in a non-election year. For a Minor Strategic Review, the process is similar, however, it is likely to have limited or no community engagement, and generally will not result in significant changes to the Strategic Community Plan.

Note that the pro-forma process and timeline is provided as an aid. It is not a mandatory approach and local governments have considerable flexibility to design their own process.

Pro-forma Strategic Review Process and Timeline – based on Major Strategic Review aligned to election



Pro-forma Strategic Review Process and Timeline – based on Major Strategic Review in non-election year



Steps in the pro-forma process

Community Survey

While a community survey is not a requirement, local governments are increasingly using a survey as an integral part of their monitoring and reporting (see Section 4) to supplement engagement activity. This enables the local government to systematically monitor what is important to the community and what is the level of satisfaction with current delivery. A community survey, especially if conducted with a robust sample, can enable a wider, more representative cross-section of the community to be heard. If these questions are asked consistently in consecutive surveys, trends can be tracked over time. The Major Strategic Review surveys can include questions around future aspirations, willingness to pay etc. It is also possible to include special topic questions that vary from survey to survey.

Community Report

Each Strategic Review should begin with a review of progress since the previous review. This should be reasonably comprehensive for the Major Strategic Review, and be available to the community. While this is good practice, it is not mandatory and, if provided, can take many forms.

Update Profile, Strategic Context etc

The next step is to review and update the community and economic profile and strategic context. What are the latest population projections? Are there any new or revised State strategies that are relevant to the area? Has there been any significant local government collaborations since the last Strategic Review? The answers to these and other relevant questions can be gathered in advance of the engagement with Council on the key issues and choices facing the community and Council in the coming decade.

IPR Induction/Refresher and Process Design

This step includes a post-election IPR induction or, if the review is in a non-election year, a refresher. Once Council is up to speed with the IPR and where their own process is up to, the next step in this pro-forma approach is to engage the Councillors in four key questions:

- What do they see as the key choices facing the community and the Council for the next decade (in the case of a Major Strategic Review)?
- What guidance would they like to provide regarding the engagement process and their role in the engagement process?
- What questions would they most like to gather community input on?
- What other organisations are most relevant to the key issues and outcomes of interest? What guidance would they like to provide regarding the engagement process and potential collaboration with others?

Several inputs provided by the Administration will inform their responses, including:

- Community Report (encompassing results of the Community Survey)
- Updated Community and Economic Profile and Strategic Context
- Any new strategy development (issue or area specific strategies and plans) that have been completed since the previous Strategic Review
- Advice on key issues facing the Council and community
- Community Engagement Options

Preparation for Engagement

Once the Council's guidance has been obtained, the Administration will prepare the engagement process in earnest. In this pro-forma approach, the ideal timing of the engagement would be between early and mid-February the following year.

Community Engagement 10 and 4 years

In this approach, February signals the beginning of the most intensive three-month period of the Major Strategic Review, beginning with the community engagement process. Community engagement can take many forms (see Section 7). With local governments now having all the building blocks of IPR in place (albeit in a process of continuous improvement), the core informing strategies can be used for their intended purpose in the Strategic Review. This means that genuine options can be considered by the community in the engagement process for both the long and medium term. An effective engagement process can therefore provide simultaneous and meaningful community input into both the Strategic Community Plan and the Corporate Business Plan.

The engagement period may also include engagement and potential collaboration processes with other organisations (internal and external to the community) that are most relevant to the critical issues facing the community and the Council over the coming decade (see Section 8).

Strategic Community Plan/Corporate Business Plan Revisions – first cut; draft four-year budget – corporate challenge

Following the community engagement process in early to mid-February, the next step is to prepare the first cut of the Strategic Community Plan/Corporate Business Plan revisions. At this stage the revisions wouldn't focus on the finer points of the documentation, but key changes to strategies, services, service levels, major projects etc. These would be fed into the first draft of the "four-year budget" – the financial forecasts that accompany the Corporate Business Plan.

If the budget holders preparing the forecasts are listening to the community's aspirations, there is a better than average chance that when the whole thing is added up, it shows an unbalanced budget based on reasonable expectations of revenue (particularly rates profile).

But either way, this first cut of the revisions and draft four-year budget needs to be thoroughly scrutinised by the senior management of the local government. This is referred to in this pro-forma approach as the “corporate challenge”. The corporate challenge needs to be designed to robustly test assumptions, priorities against community outcomes, resourcing requirements (efficiency) etc to ensure that the final result is a balanced budget representing the Administration’s best efforts at achieving a strategically focused yet affordable plan and budget. The judgements made in the process of arriving at the result should be transparent.

Draft Strategic Community Plan/Corporate Business Plan – second cut; draft four-year budget – Council challenge

The draft Strategic Community Plan/Corporate Business Plan and draft four-year budget that is presented to Council is derived from the above process. Now it is the Council’s turn to challenge. The only “rule of the game” is that the four-year budget must remain balanced for each of its four years, within a sustainable LTFP. They can take things out, put things in, change things, question things, reprioritise things, increase rates, reduce rates – anything they like (within lawful bounds) as long as each year remains balanced. This ensures the Council is able to exercise its decision making authority with discipline as befits this fundamental aspect of its governance role.

May: Consultation and Finish LTFP

Following the Council challenge, the draft documents are prepared (see Section 3) and issued for public consultation. This is a check in process – “have we got this right?” – rather than a fresh engagement. Submissions are accepted for a specified period.

The LTFP is also completed in this period followed by preparation of the Annual Budget.

Adoption

Any feedback is received (and incorporated as warranted), then the documents are prepared for final adoption by 30 June.

Self-assessment good practice checklist

- Is your community and economic profile and strategic context up to date?
- Are the key issues and choices facing your community and Council over the coming decade clear?
- Have other organisations – relevant to key issues and outcomes of interest – been identified for engagement and potential collaboration in community planning?
- Did the elected Council identify the key questions they were seeking community input on?

- Did the elected Council provide guidance on engagement with the community and particular organisations relevant to key issues and outcomes of interest?
- Do you have a refreshed vision and community outcomes (or similar) from your community engagement?
- Was your community engaged in meaningful choices for the future?
- Did the CEO and senior team (at least) go through some process of rigorously scrutinising and testing the four-year financial forecasts in light of the community's aspirations and reasonable expectations of revenue?
- Did the elected Council go through some process of rigorously scrutinising and testing the four-year financial forecasts in light of the community's aspirations and reasonable expectations of revenue?
- Have opportunities for better community outcomes through collaboration with other organisations been identified through the process?
- Did you provide an opportunity for the community to give feedback on the draft Strategic Community Plan (at least)?
- Do the components of your adopted IPR suite score well on the relevant checklists in Section 3?

SECTION 6 INTEGRATION

Integration in the Integrated Planning and Reporting Framework can be challenging. There are a number of aspects to integration, including alignment across the organisation, alignment from strategy to delivery, and alignment between the long, medium and short term. Section 3 covers a number of alignment tips that won't be repeated here. This section will cover the core mechanism for integration – the four-year financial forecasts (see diagram below).

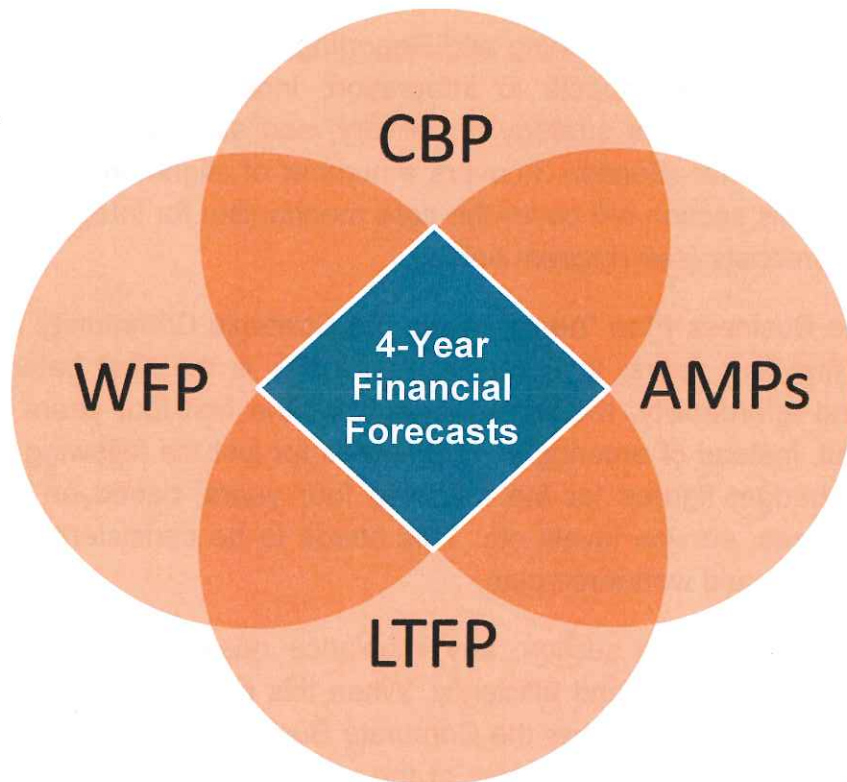
The Corporate Business Plan “nests” inside the Strategic Community Plan – giving effect to the first four years. In order to ensure this is the best balance between aspirations and affordability, the work program for the first four years needs to be costed in detail. Instead of entering budget figures for just the following year, budget holders enter budget figures for the following four years, based on the proposed strategies, services, service levels etc. This needs to be consistent with the asset management plans and workforce plan.

As outlined in the previous section, any imbalance needs to be resolved through rigorous scrutiny of priorities and efficiency. When this process is complete, the four-year financial forecasts tie together the Corporate Business Plan, Workforce Plan and Asset Management Plan, in the context of the vision and outcomes of the Strategic Community Plan. This provides assurance of medium term deliverability and best value. In turn, the four-year financial forecasts form the first four years of the Long Term Financial Plan which, in its entirety, provides assurance of long term sustainability.

Importantly, this degree of robustness is what enables the Annual Budget to correspond to the relevant year of the Corporate Business Plan/four-year forecast. Without it, significant budget decisions continue to be made on an annual basis which is counter to the purpose of the IPR Framework. The Annual Budget process should be dealing with relatively minor adjustments and filling in the detail as required.

For the process to become fully embedded in the organisation, it is critical that the four year forecasts are given due consideration. This requires a disciplined approach to significant new proposals from staff or elected members out of cycle or untimely recognition of cost implications of the Corporate Business Plan. In such cases, unless there is a compelling reason to amend the Corporate Business Plan such proposals or cost implications should be referred to the next Strategic Review.

Four-year financial forecasts – core mechanism for integration



Self-assessment good practice checklist

- Do you have robust budget forecasts for the next four years?
- Do those forecasts match the four-year projections in the Workforce Plan, Asset Management Plans, and Long Term Financial Plan?

SECTION 7 COMMUNITY ENGAGEMENT

Community engagement plays a pivotal role in the IPR Framework. If the local government has an existing engagement plan, it is expected that this will be applied in preparing for their IPR engagement process. Otherwise, it is expected that local governments will prepare a community engagement plan specifically for their IPR.

The engagement activities need to be suited to the local community and within the resources of the local government to undertake. Costly activities aren't necessarily the best. Creativity and ingenuity can go a long way in enticing communities to participate. There are many examples of low cost but highly effective techniques being utilised in Western Australia and other jurisdictions.

The visioning and goal-setting process is undertaken with the community, and there is an expectation that the community will have a genuine role in engaging with the strategic issues and options and setting medium and long term priorities that balance aspirations with affordability.

In places with a strong tradition of community engagement, this requirement is readily met. However, in many communities, the history has been less positive and it can be a considerable challenge to entice a response. This is sometimes interpreted as apathy or implicit trust in the Council to make decisions on the community's behalf.

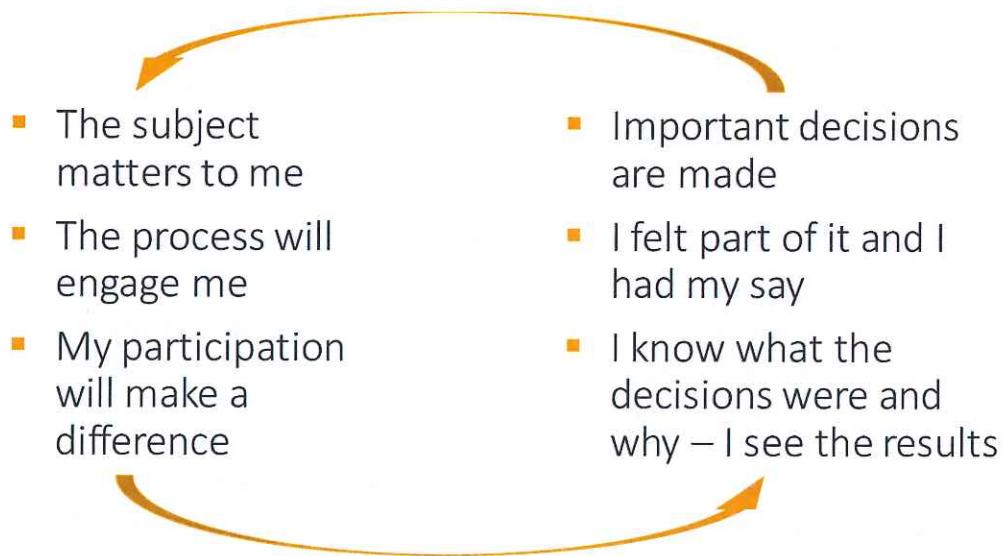
However, communities that are disengaged from planning for their own future may be at a considerable disadvantage. Furthermore, their disengagement may be less to do with apathy and trust than with lack of understanding, poor process design and/or disillusionment.

One thankfully less common situation now is a "town hall meeting" approach where the community gets told what is planned followed by the opportunity for questions and comments from the floor. Then there is little or no feedback regarding the final decisions. Over the years, numbers attending tend to dwindle.

The diagram below shows a positive dynamic with a reinforcing loop between the community members' understanding (left hand side of diagram) and experience (right hand side) of engagement. It is easy to see how this dynamic can fail if the relevance, method and/or impact of the engagement is poor (or poorly communicated) and/or if the experience is poor.

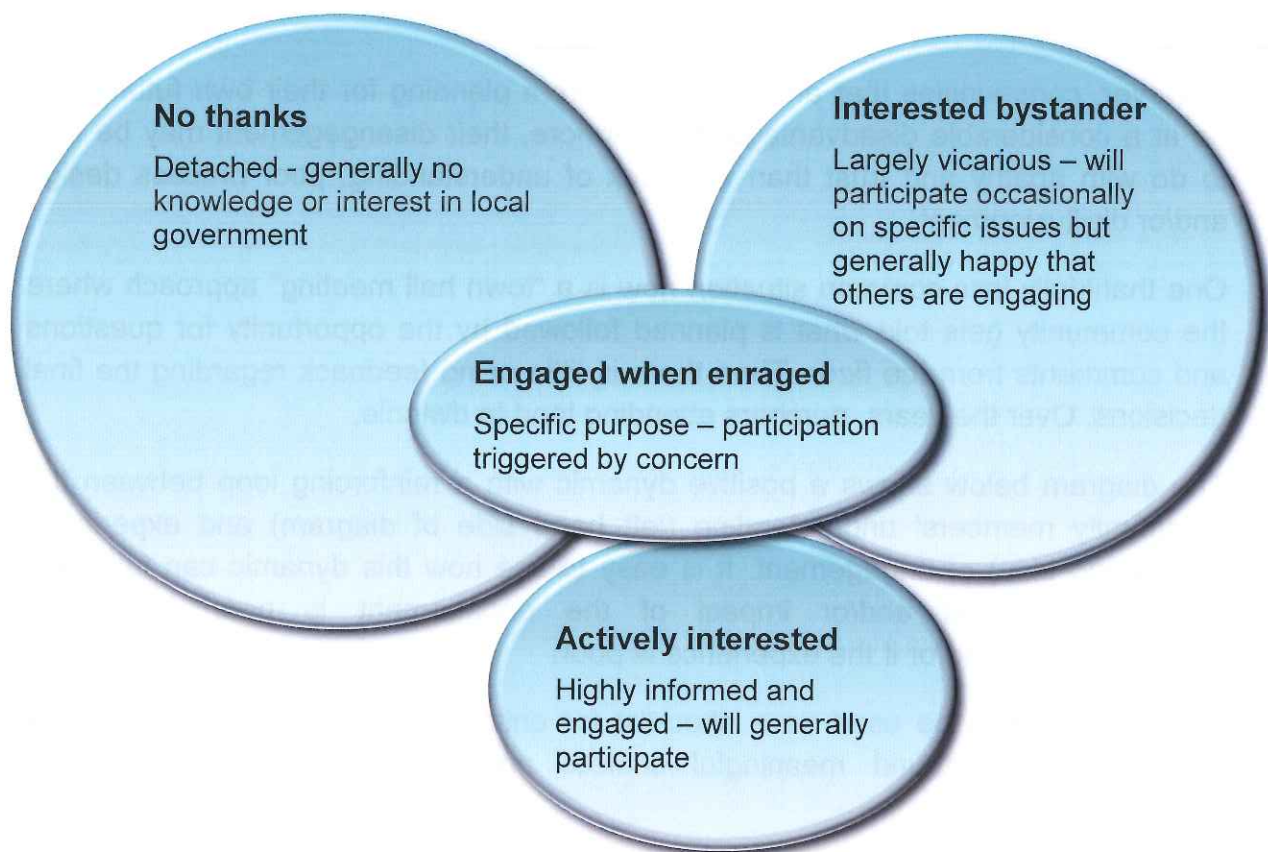
This dynamic can be used as a checklist for enticing communication, high quality process design around meaningful choices and "closing the loop" after the engagement.

Mutually reinforcing features of understanding and experience



Most communities have at least some people who will generally participate in engagement activities, those who seldom do, and every combination in between. This can be shown as follows (adapted from Dale Quinliven *et al*⁷):

Community Participation - Typology



⁷ Quinlivan, D., Nowak, M., Klass, D., 2014, From Accountability to Assurance - Stakeholder Perspectives in Local Government, *Australian Journal of Public Administration*, vol. 73, no. 2, 206-217

Community members can be in different parts of this picture at different times, depending on circumstances, experiences, stage of life, beliefs and interests, local controversies and other factors. It will never be the case that all community members will or should want to, engage in community planning processes. A good proportion will always be content as long as they know that trustworthy others are actively involved.

If this resonates as a typology of community participation in your community, the question is “are you happy with the relative proportions of the various types?” If not, can you improve the picture? It is suggested here that the mutually reinforcing features of understanding and experience are a good place to start in diagnosing where your community engagement process is falling short, and creating strategies to change the dynamic.

Furthermore, whether your community is generally engaged already or not, it is also incumbent upon a local government to consider specific strategies for engagement with diverse groups in the community. This may include engagement with Aboriginal communities, parents of young families, teenagers, migrant communities, people with disability and so on. In these cases, the features of understanding and experience may be quite different from those parts of the community that are traditionally been the most likely to engage.

Self-assessment good practice checklist

- Have you applied your community engagement plan or created one for your IPR (as applicable)?
- Is your communication of the relevance and importance of the IPR decisions effective?
- Are your community engagement processes very engaging?
- Is your marketing of the community engagement enticing?
- Is your community confident the local government is listening? Is the local government listening?
- Do you provide feedback on the results of the engagement and how the community’s feedback was taken into account?
- Does the community see the results of the plans as they are being implemented?
- Does the Strategic Review engagement include a report back on progress against the previous plans?
- Does your engagement process reach the diversity of community members?
- Are you satisfied with the proportion of your community that is actively engaged?

Note the relevant items from the Advisory Standard extract for the Strategic Community Plan in Section 3.1.

SECTION 8 COLLABORATION FOR BETTER COMMUNITY OUTCOMES

The IPR process provides a basis for collaboration with other organisations that are also contributing to community outcomes. These may be business groups, residents' groups, non-government organisations in the community sector, or government agencies etc. These organisations may be interested in collaboration at the broader community planning level and/or in issue or area specific strategic development and implementation.

It is increasingly common to see collaboration for better community outcomes as local governments and other organisations see the opportunity for scaled up impact through sharing information, coordination, and in some cases pooling resources for joint action.

In some cases, this may occur in formal partnerships. In others, it may be through more informal mechanisms for information sharing, coordinating activities and working together from time to time. Having community outcomes at the centre facilitates flexibility and collaboration.

The diagram below highlights a number of levels of collaboration towards better community outcomes, from agreed priorities for service planning, to shared approaches for community development, to multi-sectoral partnerships.

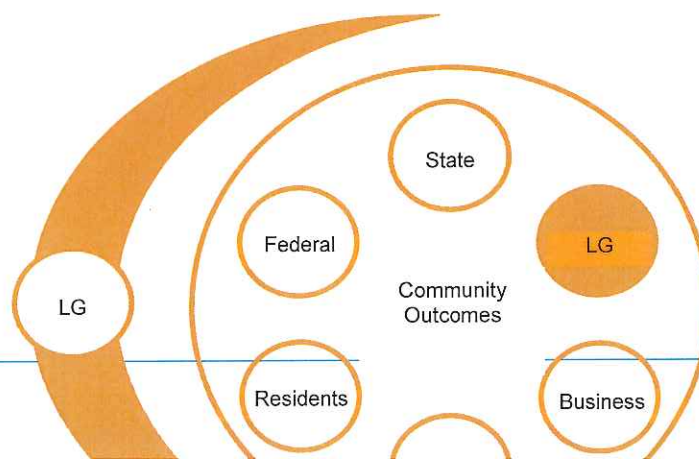
Better community outcomes through collaboration



Local government has a unique dual role in collaborative community planning and in addressing some specific issues, as shown in the diagram below. It is a key player in its own right with relevant resources, knowledge and services. But it is also usually the only organisation with both a mandate and the potential capacity to bring all the relevant players together to collaborate in the planning process. This is a local leadership role that local government is best placed to provide.

As outlined in Section 5, the beginning of each Strategic Review provides the opportunity to initiate or refresh a process of engagement and potential collaboration with relevant organisations – those working towards community outcomes of mutual interest and addressing the key issues facing the community and Council over the coming decade.

The dual-role of local government in community planning



Self-assessment checklist

- Have other organisations – relevant to key issues and outcomes of interest – been identified for engagement and potential collaboration in community planning?
- Did the elected Council provide guidance on engagement with those organisations?
- Have opportunities for better community outcomes through collaboration with other organisations been identified through the process?

SECTION 9 LINK WITH LAND USE PLANNING

The IPR Framework has natural links to land use planning. Both the IPR and land use planning suites should be guided by an overarching community vision. The community will also have aspirations for the shape and form of their area (for the whole area and/or particular parts of it) which will be as relevant for the IPR suite as for land use planning.

This is shown in the diagram below. The community's aspirations for shape and form can be actioned through, say the provision of public space, infrastructure and tree planting (included in the IPR suite on the left hand side of the diagram), as well as land use regulations (on the right hand side of the diagram).

While the two sides are administered under different legislative frameworks and different time cycles, they should be considered as part of a total package for achieving the community's vision.

Where the two time cycles coincide, consideration should be given to undertaking community engagement at the top level together, or at least feeding one into the other. The objectives and strategies should be congruent and working in a mutually reinforcing manner.

Integrated Planning and Reporting and Land Use Planning



Self-assessment good practice checklist

- Is there a common vision across IPR and land use planning?
- Are the objectives and strategies congruent and mutually reinforcing?

APPENDIX A: GLOSSARY OF TERMS

Various terms are used to describe Integrated Planning and Reporting components and processes. In the interests of clarity, terms that have been assigned a specific meaning within these guidelines have been defined below.

Asset Management Plan	A “whole of life” plan for the appropriate acquisition, maintenance, renewal, replacement and disposal of assets that balances aspirations with affordability.
Budget / Annual Budget	A statutory requirement outlining the financial estimates for that year’s delivery of the Corporate Business Plan.
Community	For the purpose of these guidelines, community refers at least to a group of people living in the same locality ⁸ and under the same local government, and businesses and community groups in the locality. The concept of community can be and often is extended to include those from other places who visit, work or recreate within the locality. Those who have left and reside elsewhere (“diaspora”) may also be considered part of the community.
Community Aspirations	For the purpose of these guidelines, community aspirations refer to the vision, outcomes (or similar terminology) and priorities of the community as articulated in the Strategic Community Plan.
Corporate Business Plan	Four-year delivery program, aligned to the Strategic Community Plan, and accompanied by four-year financial projections.
Governance	The system by which a local government is directed and controlled. It refers to the suite of processes, systems, rules and relationships under which decisions are made and control is exercised.
Council	The governing body comprised of individuals elected to the office of Councillor or Mayor for the local government.
ICT	Information and Communication Technology
Informing strategies	These inform and support the Strategic Community Plan and Corporate Business Plan. The core suite consists of Asset Management Plans, Workforce Plan and Long Term Financial Plan, which help to balance the community’s aspirations with what they can afford. Other informing strategies are issue or area specific.

⁸ Note that the community also includes property owners who may live outside the area at any given time.

Integrated Planning and Reporting	A framework to articulate the community's vision, outcomes and priorities; allocate resources to achieve the vision, striking a considered balance between aspirations and affordability; and monitor and report progress.
Land Use Planning	Planning control mechanisms that govern the way land is used.
Local Area Planning	Local area planning or place planning is an increasingly common approach in diverse local government areas. Planning is focused on defined localities within the "umbrella" of a broad plan that covers the entire district. As community values and issues of concern can vary from place to place, a focus on smaller areas allows greater attention to local issues and uniqueness.
Local Government	A general term for a body corporate constituted under the Local Government Act 1995 (encompassing Cities, Towns and Shires) which is governed by a Council of elected members and administered by employed staff, which has responsibility for certain governing functions within territorial areas smaller than the State.
Objective	Statements that describe what a local government wants to achieve.
Outcome	An end state. It can be the consequence of action (at a lower outcome level) or be the result of multiple influences (at a higher outcome level).
Reporting	Relaying information about performance, impacts or outcomes.
Resourcing	The level of resources that a local government can dedicate in order to meet objectives – including assets, money and people.
Scenario modelling	Preparation of forecasts or estimates in the Long Term Financial Plan based on optimistic, conservative and worst case scenarios to understand the impact of variations on the financial sustainability of the local government.
Sensitivity analysis	Determines those factors or assumptions that if varied have greater impact on the Long Term Financial Plan.
Strategic Community Plan	Community vision, strategic direction, long and medium term priorities and resourcing implications with a horizon of 10+ years.
Strategy	Describes how a local government will achieve its objectives.
Community	Describes the desired state of a community.

vision	
Whole of life costs	In asset management, the sum of all the costs associated with an asset over its estimated useful life, including acquisition, installation, operation, maintenance, renewal and disposal costs.
Workforce Plan	A plan to ensure the workforce is capable of delivering organisational objectives now and in the future.

APPENDIX B: LEGISLATION AND REGULATION - RELEVANT EXTRACTS

From the Local Government Act 1995

5.53. Annual reports

(2) The annual report is to contain –

(e) an overview of the plan for the future of the district made in accordance with section 5.56, including major initiatives that are proposed to commence or to continue in the next financial year; and

(i) such other information as may be prescribed.

5.56. Planning for the future

(1) A local government is to plan for the future of the district.

(2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

6.2 Local government to prepare annual budget

(2) In the preparation of the annual budget the local government is to have regard to the contents of the plan for the future of the district made in accordance with section 5.56 and to prepare a detailed estimate for the current year of —

(a) the expenditure by the local government; and

(b) the revenue and income, independent of general rates, of the local government; and

(c) the amount required to make up the deficiency, if any, shown by comparing the estimated expenditure with the estimated revenue and income.

(3) For the purposes of subsections (2)(a) and (b) all expenditure, revenue and income of the local government is to be taken into account unless otherwise prescribed.

LOCAL GOVERNMENT (ADMINISTRATION) REGULATIONS 1996

19CA. Information about modifications to certain plans to be included (Act section 5.53(2)(i))

- (1) This regulation has effect for the purposes of section 5.53(2)(i).
- (2) If a modification is made during a financial year to a local government's strategic community plan, the annual report of the local government for the financial year is to contain information about that modification.
- (3) If a significant modification is made during a financial year to a local government's corporate business plan, the annual report of the local government for the financial year is to contain information about that significant modification.

19C. Strategic community plans, requirements for (Act section 5.56)

- (1) A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.
- (3) A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.
- (4) A local government is to review the current strategic community plan for its district at least once every 4-years.
- (5) In making or reviewing a strategic community plan, a local government is to have regard to —
 - (a) the capacity of its current resources and the anticipated capacity of its future resources; and
 - (b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and
 - (c) demographic trends.
- (6) Subject to sub regulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.
- (7) A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.

*Absolute majority required.

(8) If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

(9) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.

(10) A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

19DA. Corporate business plans, requirements for (Act section 5.56)

(1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.

(2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.

(3) A corporate business plan for a district is to —

(a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and

(b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and

(c) develop and integrate matters relating to resources, including asset management, workforce planning and long term financial planning.

(4) A local government is to review the current corporate business plan for its district every year.

(5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.

(6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.

*Absolute majority required.

(7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

19D. Adoption of plan, public notice of to be given

(1) After the adoption of a strategic community plan, or modifications of a strategic community plan, under regulation 19C, the local government is to give local public notice in accordance with sub-regulation (2).

(2) The local public notice is to contain —

(a) notification that —

(i) a strategic community plan for the district has been adopted by the council and is to apply to the district for the period specified in the plan; and

(ii) details of where and when the plan may be inspected;

or

(b) where a strategic community plan for the district has been modified —

(i) notification that the modifications to the plan have been adopted by the council and the plan as modified is to apply to the district for the period specified in the plan; and

(ii) details of where and when the modified plan may be inspected.