

*A progressive, diverse and caring community,
with access to modern services and infrastructure,
in a unique part of the world*

AGENDA

for the

Ordinary Meeting of Council

to be held

2PM, WEDNESDAY 17th JUNE 2020

Shire of Cuballing
Council Chambers
Campbell Street, Cuballing

COUNCIL MEETING PROCEDURES

1. All Council meetings are open to the public, except for matters raised by Council under “confidential items”.
2. Members of the public may ask a question at an ordinary Council meeting at “Public Question Time”.
3. Members of the public who are unfamiliar with meeting procedures are invited to seek advice at the meeting. If unsure about proceedings, just raise your hand when the Presiding Member announces Public Question Time.
4. All other arrangements are in accordance with the Council’s standing orders, policies and decisions of the town.

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Cuballing for any act, omission or statement or intimation occurring during Council/Committee meetings or during formal/informal conversations with staff. The Shire of Cuballing disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council/Committee meetings or discussions. Any person or legal entity who acts or fails to act in reliance upon any statement does so at that person’s or legal entity’s own risk.

In particular, and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a licence, any statement or limitation of approval made by a member or officer of the Shire of Cuballing during the course of any meeting is not intended to be and is not taken as notice or approval from the Shire of Cuballing. The Shire of Cuballing warns that anyone who has an application lodged with the Shire of Cuballing must obtain and only should rely on WRITTEN CONFIRMATION of the outcome of that application and any conditions attaching to the decision made by the Shire of Cuballing in respect of the application.

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1. DECLARATION OF OPENING:

2. ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE:

2.1.1 Attendance

Cr Mark Conley
Cr Eliza Dowling
Cr Scott Ballantyne
Cr Dawson Bradford
Cr Robert Harris
Cr Deb Hopper

President
Deputy President

Mr Gary Sherry
Ms Bronwyn Dew
Mr Bruce Brennan

Chief Executive Officer
Deputy Chief Executive Officer
Manager of Works and Services

2.1.2 Apologies

Nil at this time.

2.1.3 Leave of Absence

Nil at this time.

3. STANDING ORDERS:

OFFICER'S RECOMMENDATION:

That Standing Orders be suspended for the duration of the meeting to allow for greater debate on items.

4. PUBLIC QUESTION TIME:

4.1 RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE:

Nil

4.2 WRITTEN QUESTIONS PROVIDED IN ADVANCE:

Nil

4.3 PUBLIC QUESTIONS FROM THE GALLERY:

Nil at this time.

5. APPLICATIONS FOR LEAVE OF ABSENCE:

Nil

6. CONFIRMATION OF MINUTES:

6.1.1 Ordinary Meeting of Council held on Wednesday 20 th May 2020

OFFICER'S RECOMMENDATION:

That the Minutes of the Ordinary Meeting of Council held on Wednesday 20th May 2020 be confirmed as a true record of proceedings.

7. PETITIONS/DEPUTATIONS/PRESENTATIONS/ SUBMISSIONS:

Nil at this time.

8. DISCLOSURE OF FINANCIAL INTEREST:

DISCLOSURE OF FINANCIAL INTEREST AND PROXIMITY INTEREST

Members must disclose the nature of their interest in matters to be discussed at the meeting.

Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting.

DISCLOSURE OF INTEREST AFFECTING IMPARTIALITY

Members and staff must disclose their interest in matters to be discussed at the meeting in respect of which the Member or employee has given or will give advice.

Nil at this time.

9. REPORTS OF OFFICERS AND COMMITTEES:

9.1 DEPUTY CHIEF EXECUTIVE OFFICER:

9.1.1 List of Payments – May 2020

File Ref. No: NA
Disclosure of Interest: Nil
Date: 5th June 2020
Author: Nichole Gould
Attachments: 9.1.1A List of May 2020 Municipal Accounts

Summary

Council is to review payments made under delegation in May 2020.

Background – Nil

Comment

Council is provided at Attachments 9.1.1A with a list of payments made from Council's bank account during the month of May 2020.

Strategic Implications – Nil

Statutory Environment – Nil

Policy Implications – Nil

Financial Implications – Nil

Economic Implication – Nil

Environmental Considerations – Nil

Consultation – Nil

Options

Council may resolve:

1. the Officer's Recommendation; or
2. to not note the list of accounts.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That Council receives the List of Accounts paid in May 2020 under delegated authority in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, including payments from Council's Municipal Fund totalling \$334,069.33 included at Attachment 9.1.1A.

LIST OF MAY 2020 MUNICIPAL FUND ACCOUNTS

Chq/EFT	Description	Amount
2020-05-01	Police Licensing Payments	591.75
2020-05-04	Police Licensing Payments	438.05
2020-05-05	Police Licensing Payments	144.80
2020-05-06	Police Licensing Payments	508.60
2020-05-07	Police Licensing Payments	4,087.90
2020-05-07	Interest on Graders	287.97
2020-05-07	Loan Repayment No. 63 Graders	3,426.31
2020-05-08	Police Licensing Payments	1,692.95
2020-05-11	Police Licensing Payments	377.70
2020-05-12	Police Licensing Payments	15,178.10
2020-05-13	Rent for Grader Driver House	360.00
2020-05-13	Loan Repayment No. 64 Land	7,284.71
2020-05-13	Interest on Loan No. 64 Land	1,657.81
2020-05-14	Police Licensing Payments	239.20
2020-05-15	Police Licensing Payments	682.40
2020-05-18	Police Licensing Payments	2,491.30
2020-05-20	Police Licensing Payments	435.00
2020-05-21	ATO Clearing Account BAS	21,266.00
2020-05-21	Police Licensing Payments	13,485.00
2020-05-21	Police Licensing Payments	847.10
2020-05-25	Police Licensing Payments	5,520.80
2020-05-26	Police Licensing Payments	343.35
2020-05-27	Rent for Grader Driver House	360.00
2020-05-27	Police Licensing Payments	272.65
2020-05-28	Police Licensing Payments	890.95
2020-05-29	Police Licensing Payments	2,118.25
EFT5166	Push Up 6,000m ³ of Gravel	10,890.00
EFT5167	Monthly Copier Charges	431.44
EFT5168	Repair Storm Damage to Cuballing Hall	60,651.25
EFT5169	Monthly Fuel Delivery to Above Ground Tank	2,791.60
EFT5170	Repair Fence at Vintage Machinery Display- Storm Damage	935.00
EFT5171	1 x 5lt Glass Cleaner 48 Stina Gloves 2 x Gaffa Tape 12 x Bushman Spray 12 x Cans Heavy Duty Lube 6 x Spray Bottles 12 x Rigger Gloves Large 12 x Rigger Gloves XI 2 x Safety Glasses	1,008.48
EFT5172	Freight Charges - Komatsu	53.68
EFT5173	UV Schedule No Dated	6,499.74

Chq/EFT	Description	Amount
EFT5174	Monthly Computer Licenses & Backup Charges	1,063.04
EFT5175	Admin Trainee - Narrogin Observer 2nd April 2020	298.63
EFT5176	Service Fuji Clean	286.00
EFT5177	Hire of Labourer for two Days with HC Licence	1,749.00
EFT5178	Medium ANZAC Day Wreaths	240.00
EFT5179	Telephone Conferences - Council, LEMC Meetings	27.45
EFT5180	Disposal of Kerbside Collection Waste	4,796.89
EFT5181	4 x Padlocks Keyed MK + 1 With Long Shank	452.33
EFT5182	Construct 52 Metre x 2m Walkway	55,585.64
EFT5183	3 x Boxes Toilet Rolls 2 x Hand Sanitizer Dispensers and 3 Refills 2 x 1tr Hand Sanitizer	494.90
EFT5184	50% Reimbursement of Internet	55.00
EFT5185	Monthly Legal Costs for Rates Debt Recovery	5,998.83
EFT5186	Town Planning - General April 2020	1,232.00
EFT5187	10 x 20kg Bags of Cement	101.50
EFT5188	Monthly Fuel Delivery to Above Ground Tank	2,096.57
EFT5189	1 x R11WHS201D Course 1 x Basic WTM R11WHS302D Course 1 x Traffic Control R11WHS205D Course "	685.00
EFT5190	UV Schedule No R2020/1 Dated 29/10/2019 To 28/02/2020	135.70
EFT5191	Noise Assessments of Shire Depot	1,584.00
EFT5192	Inspect for White Ants and Report All Shire Bridges and Buildings	2,717.00
EFT5193	Repair Bto Urvan Ware Pipe Work for Sewage to the Hall	3,190.00
EFT5194	1 x 4 Piece Power Tools Pack Milwaukee	1,499.00
EFT5195	Supply and Lay Korlock Flooring to Popo Hall Entry	1,650.00
EFT5196	1 x 4pack Refill Antiseptic Hand Gel	168.50
EFT5197	Purchase 3,000m ³ of Gravel	6,000.00
EFT5198	Ranger Services - Labour 29/04/2020 1hr	129.00

Chq/EFT	Description	Amount
EFT5199	Service All First Aid Kits	375.68
EFT5200	6 Monthly Access Fee to Cloud Server 01/01/2020 to 30/06/2020 for Standpipes	897.05
EFT5201	Rates Overpayment Refund	63.40
EFT5202	50% Reimbursement Synergy - B Brennan	185.77
EFT5203	1800 x 1200 Heritage Sign – Popanyinning, Gal Post & Brackets	435.60
EFT5204	Postage / Freight	201.60
EFT5205	500 Brochures - Popanyinning	319.00
EFT5206	Cuballing Fire Shed Extension	22,970.20
EFT5207	Rubbish Removal - Household Service x 258 @ \$1.71 Each	5,628.20
EFT5208	2 x King Pin Blocks With Bolts	330.00
EFT5209	Calibration of Compuload Scales In Komatsu Loader	1,155.00
EFT5210	Large Sulo Bin Liners	111.70
EFT5211	Refund Rec Centre Hire - Feral Pest Seminar	182.50
EFT5212	Jet Patcher Hire for Patching Springhill Road	3,488.83
EFT5213	Freight Charges - Westrac	21.45
EFT5214	2 Pallets Of 500 ml Sanitiser	15,496.80
EFT5215	Parts for Cat 930G Loader	2,524.46
14839	Monthly Electricity Charge Street Lightning x 42 Lights	779.91
14840	Service Charge - Shire Office	939.05
14841	Water Charges - Standpipe Francis Street	917.48
14842	Electricity Charge - Lot 468 Brundell St Cuballing	3,065.44
DD2272.1	Monthly Internet Wireless Limitless Inc Calls	89.99
DD2279.1	Superannuation Contributions	231.08
DD2279.2	Payroll Deductions	5,215.72
DD2279.3	Superannuation Contributions	176.26
DD2279.4	Superannuation Contributions	526.82
DD2279.5	Superannuation Contributions	53.92
DD2279.6	Superannuation Contributions	429.83
DD2287.1	Superannuation Contributions	240.12
DD2287.2	Payroll Deductions	5,211.33
DD2287.3	Superannuation Contributions	178.04
DD2287.4	Superannuation Contributions	467.41

Chq/EFT	Description	Amount
DD2287.5	Superannuation Contributions	150.52
DD2287.6	Superannuation Contributions	425.27
DD2291.1	DCEO Credit Card - Metric Fencing - Booster Aerial	98.08
		334,069.33

9.1.2 Statement of Financial Activity

Applicant:	N/A
File Ref. No:	ADM214
Disclosure of Interest:	Nil
Date:	9 th June 2020
Author:	Bronwyn Dew, Deputy Chief Executive Officer
Attachments:	9.1.2A Statement of Financial Activity

Summary

Council is to consider the Statement of Financial Activity for period ending 31st May 2020.

Background

As per the Financial Management Regulation 34 each Local Government is to prepare each month a statement of financial activity reporting on the sources and applications of funds, as set out in the annual budget under regulation 22(1) (d), for that month with the following detail:

- The annual budget estimates;
- The operating revenue, operating income, and all other income and expenses;
- Any significant variations between year to date income and expenditure and the relevant budget provisions to the end of the relevant reporting period;
- Identify any significant areas where activities are not in accordance with budget estimates for the relevant reporting period;
- Provide likely financial projections to 30 June for those highlighted significant variations and their effect on the end of year result;
- Include an operating statement; and
- Any other required supporting notes.

Comment

Revenue from operating activities exceeded year to date budget estimates to 30th June 2020 in a positive manner. Some key points include;

- General Purpose Funding – Rates were raised on 31st July 2019;
- Governance – Youth Traineeship Funding received \$30,000;
- Governance – LGIS Rebates received;
- Transport – MRWA Direct Grant amount received \$115,490;
- Transport – eligible claims for Regional Road Group have been submitted;
- Transport – 100% of Roads to Recovery funding has been claimed & received;
- Recreation and Culture – Yornaning Dam grant funding has been received;
- Grants commission funding is less than anticipated during budget preparations;
- Standpipe charges are higher than budgeted, with increased consumption of water due to the dry season, this is offset by standpipe expenses also being over budget;
- Private Works income is less than budgeted. This is offset by the Private Works expenses also being well under budget;
- Building Surveyor income is less than budgeted. This is offset by the Building expenses also being underbudget; and
- Financial Assistance Grants – early payment of 2020/21 grant has been received.

Operating Expenses – The key items of variance include:

- Insurance expenses are showing as higher than YTD budget due to budget profiling as all premiums have been paid in full;
- Housing Maintenance well underbudget;
- Community Event Expenses underbudget as events were not able to be held during Pandemic;
- Depreciation on road plant and bridges is higher than budgeted; and
- Capital expenses are below YTD budget due to the delays in obtaining the clearing permits holding up the road works capital program. The Aged Person Accommodation project will be carried over to the new financial year.

Detailed breakdown of all variances provided in Note 2 of the Statement of Financial Activity.

Administration Allocations have been calculated to 31st May 2020.

Depreciation expense is calculated to 31st May 2020.

Strategic Implications – Nil

Statutory Environment – Nil

Policy Implications – Nil

Financial Implications – Nil

Economic Implication – Nil

Environmental Considerations – Nil

Consultation – Nil

Options

Council may resolve:

1. the Officer's Recommendation; or
2. not to receive the Statement of Financial Activity.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That the Statement of Financial Activity, as included at Attachment 9.1.2A for the Shire of Cuballing for period ending 31st May 2020 be received.

SHIRE OF CUBALLING

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

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

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MONTHLY FINANCIAL REPORT FOR THE PERIOD ENDED 31 MAY 2020

INFORMATION

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 31 March 2019
Prepared by: Bronwyn Dew, Deputy Chief Executive Officer
Reviewed by: Gary Sherry, Chief Executive Officer

BASIS OF PREPARATION

REPORT PURPOSE

This report is prepared to meet the requirements of Local Government (Financial Management) Regulations 1996, Regulation 34. Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING

This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. Material accounting policies which have been adopted in the preparation of this statement are presented below and have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

THE LOCAL GOVERNMENT REPORTING ENTITY

All Funds through which the Council controls resources to carry on its functions have been included in this statement. In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated. All monies held in the Trust Fund are excluded from the statement, but a separate statement of those monies appears at Note 12.

SIGNIFICANT ACCOUNTING POLICES

GOODS AND SERVICES TAX

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

CRITICAL ACCOUNTING ESTIMATES

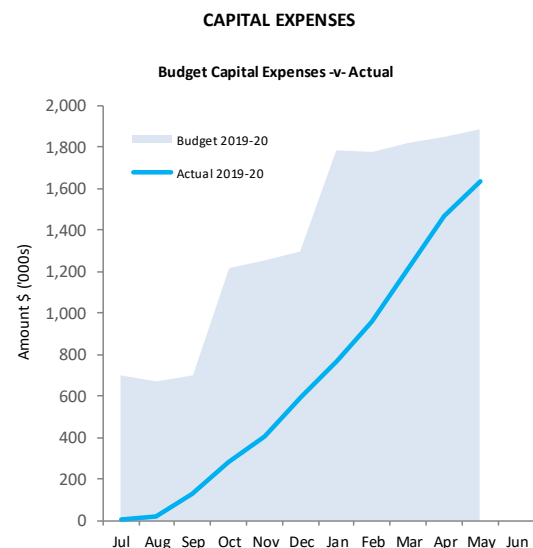
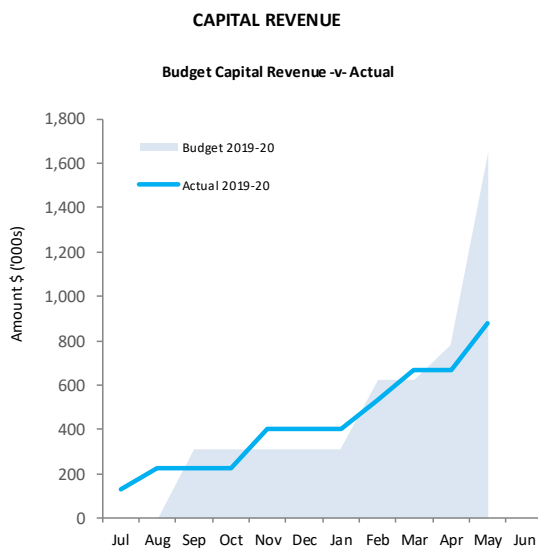
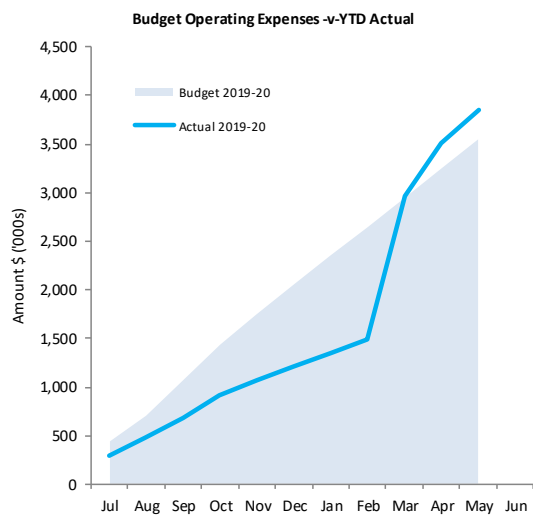
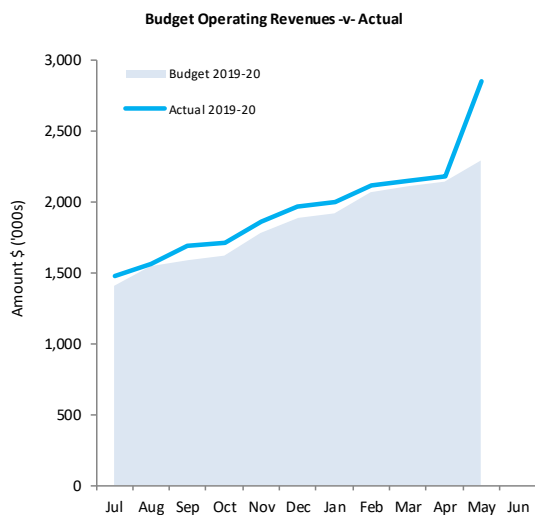
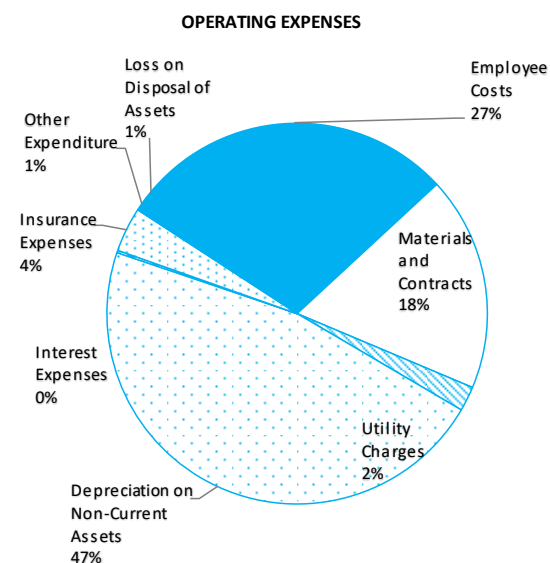
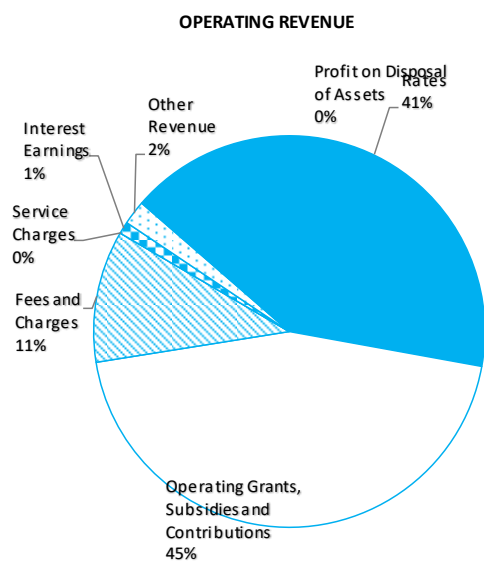
The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

ROUNDING OFF FIGURES

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

**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 MAY 2020**

SUMMARY GRAPHS



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

KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 31 MAY 2020

STATUTORY REPORTING PROGRAMS

Shire operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME	OBJECTIVE	ACTIVITIES
GOVERNANCE	Administration and operation of facilities and services to members of council, other costs that relate to tasks of elected members and ratepayers on matters which do not concern specific council activities	Complete Council meetings, Complete all Administration activities, Lobby other levels of government to support the aims of the Shire of Cuballing
GENERAL PURPOSE FUNDING	Rates, general purpose government grants and interest revenue	Manage Rates and collection. Maintain Property Data
LAW, ORDER, PUBLIC SAFETY	Supervision of various local laws, fire prevention, emergency services and animal control.	Provide ranger service, bush fire and emergency management
HEALTH	Inspections of septs and food control	Inspect food premises.
EDUCATION AND WELFARE	Support school activities	Provide activities of support of local schools
HOUSING	Provision and maintenance of staff housing	Provide staff & other housing
COMMUNITY AMENITIES	Operation of refuse sites, noise control and administration of Town Planning Scheme	Provision of waste & recycling services including the operation of the Cuballing & Popanyinning transfer stations. Also includes the provision of town planning services.
RECREATION AND CULTURE	Maintenance of halls, recreation centre and various reserves. Support library services in Narrogin.	Maintain halls & Civic buildings, parks and gardens and recreational facilities including managing the Dryandra Equestrian Centre lease.
TRANSPORT	Construction and maintenance of streets, roads, bridges, footpaths, drainage works, traffic signs, bus shelters and depot maintenance.	Maintain and protect local environmentally significant areas including the maintenance of Council roads and footpaths. Also includes the provision of vehicle licensing services.
ECONOMIC SERVICES	The regulation and provision of tourism, area promotion, building control, noxious weeds, vermin control and standpipes.	Control of noxious weeds on council property, DrumMuster and provision of building registration services. Includes tourism and promotion and supporting the Dryandra Country Visitors Centre.
OTHER PROPERTY AND SERVICES	Private works operation, plant repairs and operation costs.	Includes private works, overhead and plant allocations and the provision of building surveying services.

**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

STATUTORY REPORTING PROGRAMS

	Ref Note	Annual Budget	YTD Budget	YTD Actual	Variance (\$)	Variance (%)	
		\$	\$	\$	\$	%	
Opening Funding Surplus(Deficit)	1(b)	687,002	687,002	643,815	(43,187)	(6%)	
Revenue from operating activities							
General Purpose Funding	5	1,497,676	1,495,103	1,771,396	276,293	18%	▲
Governance		1,295	1,166	63,357	62,191	5,334%	▲
Law, Order and Public Safety		28,019	27,738	33,409	5,671	20%	▲
Health		800	726	13,520	12,794	1,762%	▲
Education and Welfare		2,500	1,000	0	(1,000)	(100%)	
Housing		4,680	4,290	4,320	30	1%	
Community Amenities		77,382	76,738	87,705	10,967	14%	▲
Recreation and Culture		84,877	84,317	147,042	62,724	74%	▲
Transport		310,631	309,782	483,567	173,785	56%	▲
Economic Services		38,250	35,002	57,967	22,965	66%	▲
Other Property and Services		284,380	260,656	193,048	(67,608)	(26%)	▼
		2,330,490	2,296,518	2,855,330			
Expenditure from operating activities							
General Purpose Funding		(75,915)	(69,575)	(76,193)	(6,618)	(10%)	
Governance		(149,640)	(139,351)	(132,173)	7,178	5%	
Law, Order and Public Safety		(186,043)	(170,379)	(164,047)	6,332	4%	
Health		(41,600)	(38,115)	(57,882)	(19,767)	(52%)	▼
Education and Welfare		(14,300)	(14,590)	(12,676)	1,914	13%	
Housing		(43,610)	(39,930)	(28,658)	11,272	28%	▲
Community Amenities		(343,128)	(314,270)	(315,557)	(1,287)	(0%)	
Recreation and Culture		(376,688)	(344,619)	(386,315)	(41,696)	(12%)	▼
Transport		(2,210,019)	(2,025,104)	(2,280,245)	(255,141)	(13%)	▼
Economic Services		(180,605)	(160,651)	(167,431)	(6,780)	(4%)	
Other Property and Services		(239,064)	(231,169)	(258,117)	(26,949)	(12%)	▼
		(3,860,611)	(3,547,752)	(3,879,294)			
Operating activities excluded from budget							
Add Back Depreciation		1,500,557	1,375,429	1,813,729	438,300	32%	▲
Adjust (Profit)/Loss on Asset Disposal	6	24,437	22,396	38,362	15,966	71%	▲
Adjust Provisions and Accruals		0	0	0	0		
Amount attributable to operating activities		(5,127)	146,591	828,127			
Investing Activities							
Non-operating Grants, Subsidies and Contributions	10	1,650,739	1,650,739	879,681	(771,058)	(47%)	▼
Proceeds from Disposal of Assets	6	96,334	96,334	96,123	(211)	(0%)	
Land Held for Resale		0	0	0	0		
Capital Acquisitions	7	(3,226,666)	(1,883,682)	(1,657,556)	226,126	12%	▲
Amount attributable to investing activities		(1,479,593)	(136,609)	(681,752)			
Financing Activities							
Proceeds from New Debentures		310,000	310,000	0	(310,000)	(100%)	▼
Repayment of Debentures	8	(69,160)	(51,498)	(51,498)	0	0%	
Transfer from Reserves	9	563,826	209,712	209,712	0	0%	
Transfer to Reserves	9	(24,096)	(26,544)	(26,544)	0	0%	
Amount attributable to financing activities		780,570	441,670	131,670			
Closing Funding Surplus(Deficit)	1(b)	(17,148)	1,138,654	921,860			

KEY INFORMATION

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

The material variance adopted by Council for the 2019/20 year is \$5,000 or 10% whichever is the greater.

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

KEY TERMS AND DESCRIPTIONS FOR THE PERIOD ENDED 31 MAY 2020

REVENUE

RATES

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

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refer to all amounts received as grants, subsidies and contributions that are not non-operating grants.

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

PROFIT ON ASSET DISPOSAL

Profit on the disposal of assets including gains on the disposal of long term investments. Losses are disclosed under the expenditure classifications.

FEES AND CHARGES

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

SERVICE CHARGES

Service charges imposed under Division 6 of Part 6 of the Local Government Act 1995. Regulation 54 of the Local Government (Financial Management) Regulations 1996 identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST EARNINGS

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

OTHER REVENUE / INCOME

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

NATURE OR TYPE DESCRIPTIONS

EXPENSES

EMPLOYEE COSTS

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

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)

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

INSURANCE

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

LOSS ON ASSET DISPOSAL

Loss on the disposal of fixed assets.

DEPRECIATION ON NON-CURRENT ASSETS

Depreciation expense raised on all classes of assets.

INTEREST EXPENSES

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

OTHER EXPENDITURE

Statutory fees, taxes, provision for bad debts, member's fees or State taxes. Donations and subsidies made to community groups.

**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

BY NATURE OR TYPE

	Ref Note	Annual Budget	YTD Budget	YTD Actual	Variance (\$)	Variance (%)	
		\$	\$	\$	\$	%	
Opening Funding Surplus (Deficit)	1(b)	687,002	687,002	643,815	(43,187)	(6%)	
Revenue from operating activities							
Rates	5	1,175,270	1,175,832	1,183,956	8,124	1%	
Operating Grants, Subsidies and Contributions	10	733,442	728,026	1,274,382	546,356	75%	▲
Fees and Charges		347,392	324,504	311,198	(13,306)	(4%)	
Interest Earnings		32,887	30,129	28,729	(1,401)	(5%)	
Other Revenue		41,500	38,027	57,065	19,038	50%	▲
Profit on Disposal of Assets	6	0	0	0	0		
		2,330,490	2,296,518	2,855,330			
Expenditure from operating activities							
Employee Costs		(1,140,325)	(1,048,781)	(1,036,926)	11,855	1%	
Materials and Contracts		(896,675)	(826,006)	(706,905)	119,101	14%	▲
Utility Charges		(64,076)	(57,952)	(81,431)	(23,479)	(41%)	▼
Depreciation on Non-Current Assets		(1,500,557)	(1,375,429)	(1,813,729)	(438,300)	(32%)	▼
Interest Expenses		(7,520)	(6,875)	(7,833)	(958)	(14%)	
Insurance Expenses		(143,652)	(140,321)	(146,749)	(6,428)	(5%)	
Other Expenditure		(83,370)	(69,992)	(47,359)	22,633	32%	▲
Loss on Disposal of Assets	6	(24,437)	(22,396)	(38,362)	(15,966)		
		(3,860,611)	(3,547,752)	(3,879,294)			
Operating activities excluded from budget							
Add back Depreciation		1,500,557	1,375,429	1,813,729	438,300	32%	▲
Adjust (Profit)/Loss on Asset Disposal	6	24,437	22,396	38,362	15,966	71%	▲
Adjust Provisions and Accruals		0	0	0	0		
Amount attributable to operating activities		(5,127)	146,591	828,127			
Investing activities							
Non-operating grants, subsidies and contributions	10	1,650,739	1,650,739	879,681	(771,058)	(47%)	▼
Proceeds from Disposal of Assets	6	96,334	96,334	96,123	(211)	(0%)	
Land held for resale		0	0	0	0		
Capital acquisitions	7	(3,226,666)	(1,883,682)	(1,657,556)	226,126	12%	▲
Amount attributable to investing activities		(1,479,593)	(136,609)	(681,752)			
Financing Activities							
Proceeds from New Debentures		310,000	310,000	0	(310,000)	(100%)	▼
Repayment of Debentures	8	(69,160)	(51,498)	(51,498)	0	0%	
Transfer from Reserves	9	563,826	209,712	209,712	0	0%	
Transfer to Reserves	9	(24,096)	(26,544)	(26,544)	0	0%	
Amount attributable to financing activities		780,570	441,670	131,670			
Closing Funding Surplus (Deficit)	1(b)	(17,148)	1,138,654	921,860			

KEY INFORMATION

▲ ▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold. Refer to Note 2 for an explanation of the reason: Wardering Road Bridge Widening
This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**NOTE 1(a)
NET CURRENT ASSETS**

SIGNIFICANT ACCOUNTING POLICIES

CURRENT AND NON-CURRENT CLASSIFICATION

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

EMPLOYEE BENEFITS

The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

(i) Wages, Salaries, Annual Leave and Long Service Leave
(Short-term Benefits)

The provision for employees' benefits to wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the City has a present obligation to pay resulting from employees services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates the City expects to pay and includes related on-costs.

(ii) *Annual Leave and Long Service Leave (Long-term Benefits)*

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the project unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where the City does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

PROVISIONS

Provisions are recognised when: The council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one of item included in the same class of obligations may be small.

INVENTORIES

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

OPERATING ACTIVITIES
NOTE 1(b)
ADJUSTED NET CURRENT ASSETS

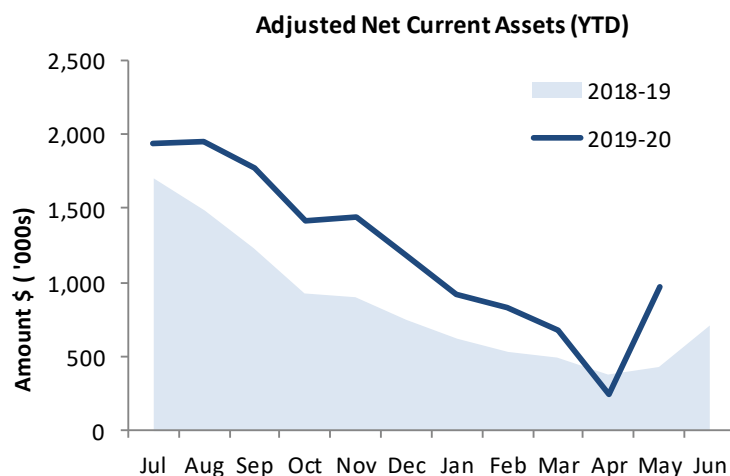
		Last Years Closing	This Time Last Year	Year to Date Actual
	Note	30 June 2019	31 May 2019	31 May 2020
Adjusted Net Current Assets		\$	\$	\$
Current Assets				
Cash Unrestricted	3	669,181	417,570	714,192
Cash Restricted	3	1,609,762	1,559,802	1,390,983
Receivables - Rates	4	63,701	64,970	97,586
Receivables - Other	4	32,263	27,886	253,110
Loans receivable		0	0	0
ATO Receivable		0	0	28,417
Inventories		8,986	8,391	8,986
Land held for resale - current		0	0	0
		2,383,893	2,078,619	2,493,274
Less: Current Liabilities				
Payables		(130,316)	(76,675)	(133,603)
ATO Payables		0	0	(46,827)
Provisions - employee		(209,084)	(246,020)	(209,084)
Long term borrowings		(54,937)	(3,291)	(3,439)
		(394,337)	(325,986)	(392,954)
Unadjusted Net Current Assets		1,989,556	1,752,634	2,100,320
Adjustments and exclusions permitted by FM Reg 32				
Less: Cash reserves	3	(1,609,762)	(1,559,802)	(1,390,983)
Less: Land held for resale		0	0	0
Less: Loans receivable		0	0	0
Add: Provisions - employee		209,084	246,020	209,084
Add: Long term borrowings		54,937	3,291	3,439
Adjusted Net Current Assets		643,815	442,143	921,860

SIGNIFICANT ACCOUNTING POLICIES

Please see Note 1(a) for information on significant accounting policies relating to Net Current Assets.

KEY INFORMATION

The amount of the adjusted net current assets at the end of the period represents the actual surplus (or deficit if the figure is a negative) as presented on the Rate Setting Statement.



This Year YTD

Surplus(Deficit)

\$.92 M

Last Year YTD

Surplus(Deficit)

\$.44 M

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

NOTE 2
EXPLANATION OF MATERIAL VARIANCES

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

The material variance adopted by Council for the 2019/20 year is \$5,000 or 10% whichever is the greater.

Reporting Program	Var. \$	Var. %	Variance	Timing/ Permanent	Explanation of Variance
	\$	%			
Revenue from operating activities					
Governance	62,191	5,334%	▲	Permanent	LSL Reimbursement Narrogin Shire & Traineeship grant funding, LGIS Surplus rebate Grants Commission Funding early payment for
General Purpose Funding	276,293	18%	▲	Permanent	2020/21
Law, Order and Public Safety	5,671	20%	▲	Timing	ESL Funding
Health	12,794	1,762%	▲	Timing	Income from Pandemic Reimbursements
Education and Welfare	(1,000)	(100%)		Permanent	Grant Funding Not Received
Housing	30	1%		Timing	Not Material
					Protection of Environment Grant (not budgeted) &
Community Amenities	10,967	14%	▲	Timing	Cemetery fees
Recreation and Culture	62,724	74%	▲	Permanent	Yornaning Dam Grant & Hall insurance claim
Transport	173,785	56%	▲	Permanent	Local Roads Grant early payment for 2020/21
Economic Services	22,965	66%	▲	Timing	Standpipe charges
Other Property and Services	(67,608)	(26%)	▼	Timing	Private Works & Building Surveyor Income down
Expenditure from operating activities					
					Office maintenance, FBT, general administration costs.
Governance	7,178	5%		Timing	
General Purpose Funding	(6,618)	(10%)		Timing	Under Budget - Legal fees & valuation expenses
Law, Order and Public Safety	6,332	4%		Timing	General costs down
Health	(19,767)	(52%)	▼	Timing	Pandemic Expenses - offset by reimbursements
Education and Welfare	1,914	13%		Timing	Under budget in general administration
Housing	11,272	28%	▲	Timing	Maintenance underbudget
Community Amenities	(1,287)	(0%)		Timing	Refuse site expenses & cemetery costs
Recreation and Culture	(41,696)	(12%)	▼	Timing	Cost of hall repair showing - offset by insurance
Transport	(255,141)	(13%)	▼	Permanent	Depreciation on road plant & bridges
Economic Services	(6,780)	(4%)		Timing	Expenditure - Standpipe costs up -offset by increased income
					Cumulative effect of all areas being slightly over budget
Other Property and Services	(26,949)	(12%)	▼	Timing	
Investing Activities					
Non-operating Grants, Subsidies and Contributions	(771,058)	(47%)	▼	Timing	Timing - Budget lists Aged Person Accommodation income for May.
Proceeds from Disposal of Assets	(211)	(0%)		Timing	Not Material
Land Held for Resale	0				Not Applicable
Capital Acquisitions	226,126	12%	▲	Timing	Capital Works Program - Narrogin Wandering Road & Memorial Park
Financing Activities					
Proceeds from New Debentures	(310,000)	(100%)	▼	Timing	Relates to - Aged Persons Accommodation
Transfer from Reserves	0	0%		Timing	Not material
Repayment of Debentures	0	0%		Timing	Not material
Transfer to Reserves	0	0%		Timing	Not material

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

OPERATING ACTIVITIES
NOTE 3
CASH AND INVESTMENTS

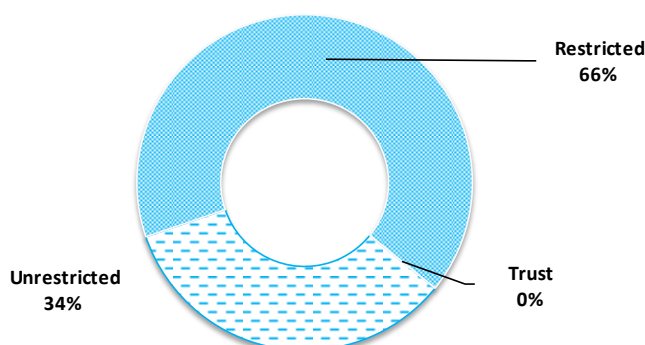
Cash and Investments	Unrestricted	Restricted	Trust	Total YTD Actual	Institution	Interest Rate	Maturity Date
	\$	\$	\$	\$			
Cash on Hand							
Petty Cash and Floats	700			700	CBA	1.50%	At Call
At Call Deposits							
Municipal Fund	713,492			713,492	CBA	1.90%	At Call
Trust Fund			0		CBA	0.00%	At Call
Term Deposits							
Reserve Funds		1,390,983		1,390,983	CBA	2.39%	24-Oct-19
Total	714,192	1,390,983	0	2,105,175			

SIGNIFICANT ACCOUNTING POLICIES

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

KEY INFORMATION

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



Total Cash	Unrestricted
\$2.11 M	\$0.71 M

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

OPERATING ACTIVITIES

NOTE 4

RECEIVABLES

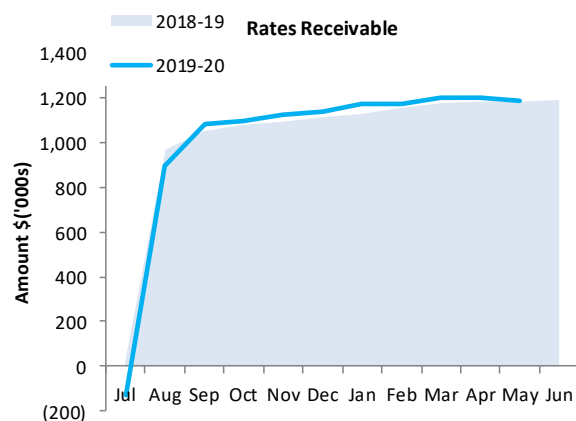
Rates Receivable	30 June 2019	31 May 2020	Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$		\$	\$	\$	\$	\$
Opening Arrears Previous Year	51,735	63,701	Receivables - General	247,913	201	3,693	1,304	253,110
Levied this year	1,199,303	1,258,745	Percentage	98%	0%	1%	1%	
Less Collections to date	(1,187,337)	1,224,860	Balance per Trial Balance					
Equals Current Outstanding	63,701	97,586	Sundry debtors					253,110
			GST receivable					28,417
Net Rates Collectable	63,701	97,586	Total Receivables General Outstanding					281,527
% Collected	94.69%	92.25%	Amounts shown above include GST (where applicable)					
	(0)							

KEY INFORMATION

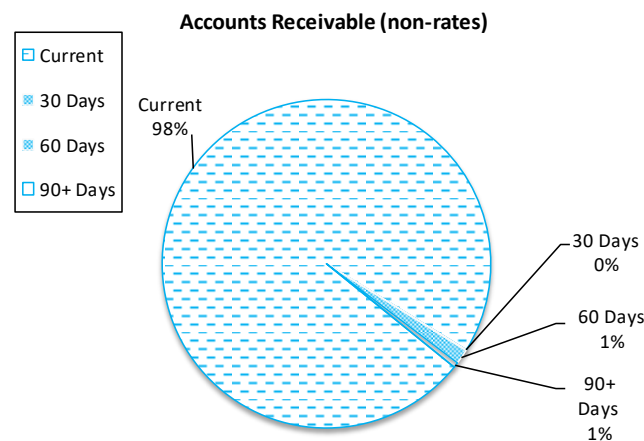
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

SIGNIFICANT ACCOUNTING POLICIES

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.



Collected	Rates Due
92%	\$97,586



Debtors Due
\$281,527
Over 30 Days
2%
Over 90 Days
1%

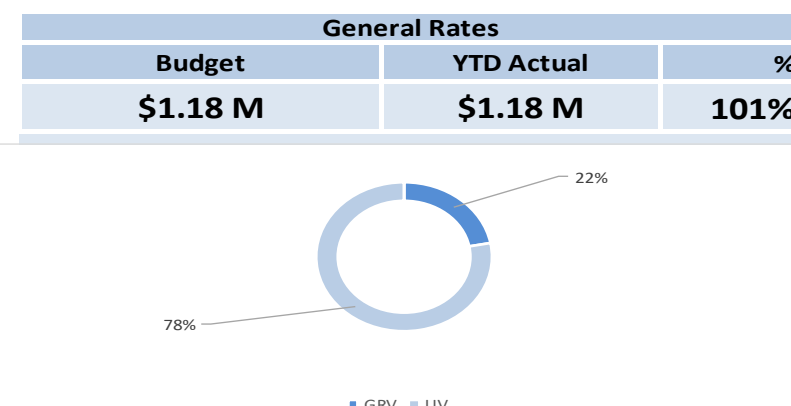
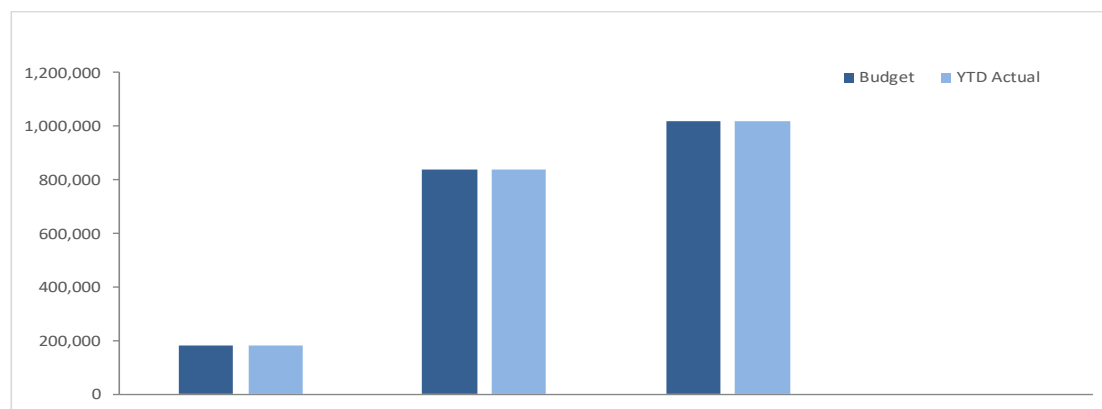
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**OPERATING ACTIVITIES
NOTE 5
RATE REVENUE**

General Rate Revenue	Annual Budget							YTD Actual			
	Rate in	Number of Properties	Rateable Value	Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
RATE TYPE	\$			\$	\$	\$	\$	\$	\$	\$	\$
Differential General Rate											
GRV	0.0770	187	2,350,114	180,881	0	0	180,881	180,881	0	0	180,881
UV	0.0073	188	115,229,000	839,904	0	0	839,904	839,904	0	0	839,904
Sub-total		375	117,579,114	1,020,785	0	0	1,020,785	1,020,785	0	0	1,020,785
Minimum	\$										
GRV	690	140	622,278	96,600	0	0	96,600	96,600	0	0	96,600
UV	930	152	13,308,900	141,360	0	0	141,360	141,360	0	0	141,360
		292	13,931,178	237,960	0	0	237,960	237,960	0	0	237,960
Sub-Totals		667	131,510,292	1,258,745	0	0	1,258,745	1,258,745	0	0	1,258,745
Discount							(76,775)				(75,410)
Concession / Write Offs							(6,700)				(69)
Interim Rates											690
Amount from General Rates							1,175,270				1,183,956
Ex-Gratia Rates							0				0
Total General Rates							1,175,270				1,183,956

SIGNIFICANT ACCOUNTING POLICIES

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions. Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

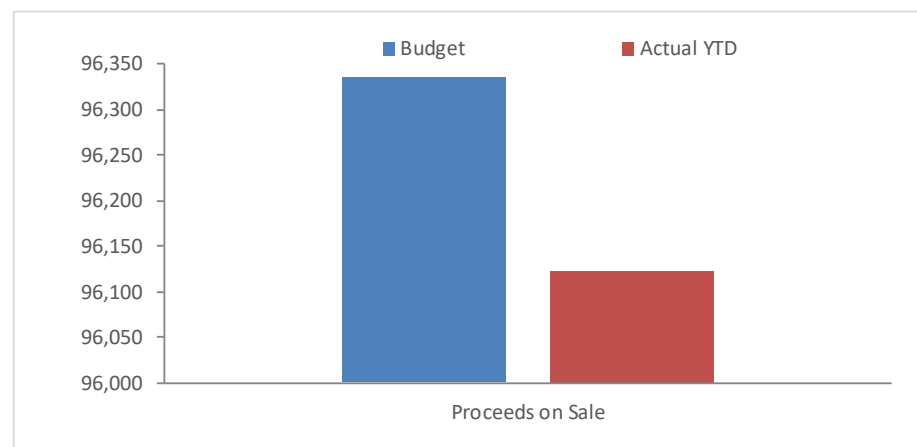


**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**OPERATING ACTIVITIES
NOTE 6
DISPOSAL OF ASSETS**

Asset Ref.	Asset Description	Amended Budget				YTD Actual			
		Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)
		\$	\$	\$	\$	\$	\$	\$	\$
10074	CN047 UD Nissan GW 400	77,905	50,000		(27,905)	74,674	57,273		(17,401)
10096	CN027 Holden Colorado Crew Cab 2016	16,587	19,227		2,640	15,958	13,988		(1,970)
10101	CN0 Holden Colorado Ute 4X4	26,279	27,107		828	34,000	24,862		(9,138)
13066	Fuji Xerox Copier	0	0		0	2,200	0		(2,200)
16036	Yornaning Dam Old Playground	0	0		0	7,653	0		(7,653)
		120,771	96,334	0	(24,437)	134,485	96,123	0	(38,362)

KEY INFORMATION



Proceeds on Sale		
Budget	YTD Actual	%
\$96,334	\$96,123	100%

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

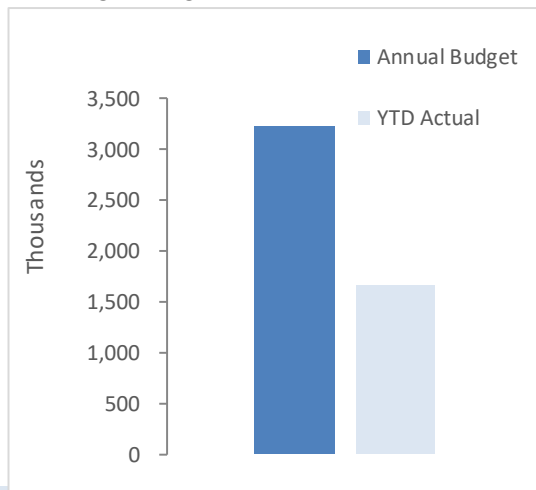
**INVESTING ACTIVITIES
NOTE 7
CAPITAL ACQUISITIONS**

Capital Acquisitions	Amended		YTD Actual	YTD Budget
	Annual Budget	YTD Budget	Total	Variance
	\$	\$	\$	\$
Land & Buildings	1,618,460	335,734	294,123	41,611
Plant & Equipment	544,000	544,000	470,749	73,251
Furniture & Equipment	11,825	0	11,217	(11,217)
Roads	1,007,381	1,003,948	850,847	153,101
Recreation	0	0	0	0
Parks, Gardens, Recreation Facilities	0	0	0	0
Other Infrastructure	45,000	0	30,620	(30,620)
Capital Expenditure Totals	3,226,666	1,883,682	1,657,556	226,126
Capital Acquisitions Funded By:				
	\$	\$	\$	\$
Capital grants and contributions	1,650,739	1,650,739	879,681	(771,058)
Borrowings	310,000	310,000	0	(310,000)
Other (Disposals & C/Fwd)	96,334	96,334	96,123	(211)
Cash Backed Reserves				
Plant & Equipment Reserve	244,000	0	0	0
IT and Office Equipment Reserve	15,675	0	0	0
Housing Reserve	43,000	0	0	0
Recreation and Community Facility Reserve	261,151			
Contribution - operations	605,767	(173,392)	681,752	855,143
Capital Funding Total	3,226,666	1,883,682	1,657,556	(226,126)

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

KEY INFORMATION

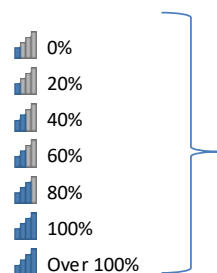


Acquisitions	Annual Budget	YTD Actual	% Spent
	\$3.23 M	\$1.66 M	51%
Capital Grant	Annual Budget	YTD Actual	% Received
	\$1.65 M	\$0.88 M	53%

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020












INVESTING ACTIVITIES
NOTE 7
CAPITAL ACQUISITIONS (CONTINUED)


















Capital Expenditure Total
Level of Completion Indicators



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

% of
Completion  Level of completion indicator

		Acc / Job	Annual Budget	YTD Budget	YTD Actual	Variance
Capital Expenditure						
Land						
0.67 	Lot 74 Austral Street	12126	10,500	10,500	7,080	3,420
0.39 	Cuballing Railway Reserve Design	C176A	20,000	18,326	7,757	10,569
Buildings						
0.22 	Popanyinning Hall Front Entrance	J163A	26,046	23,870	5,608	18,262
0.05 	Building Renewal - Cuballing Memorial Park	C176	153,209	140,437	7,588	132,849
0.97 	Building Renewal - Yornaning Dam	C188	140,323	128,601	136,246	(7,645)
0.97 	Administration Building - Solar Panels	J4114B	14,000	14,000	13,636	364
1.00 	Cuballing Transfer Station Surface Water Treatment	C159	0	0	39,860	(39,860)
0.73 	Cuballing Cemetery Upgrade 2019/20	C161	12,382	11,349	9,027	2,322
1.17 	Cuballing Town Hall - Septics Upgrade	C162	20,000	0	23,430	(23,430)
0.01 	Aged Persons Accommodation	C084	1,222,000	222,000	13,617	208,383
1.00 	Cuballing Fire Shed Extension	05140	0	0	30,274	(30,274)
Total Land & Buildings			1,618,460	335,734	294,123	154,399

Plant & Equipment						
1.97		Dual Cab Utility with Canopy (Building)	12405	20,000	20,000	39,433 (19,433)
1.78		Dual Cab Utility (MWS)	12406	24,000	24,000	42,681 (18,681)
0.55		Prime Mover	12407	300,000	300,000	166,190 133,810
1.12		Side Tipper - Tri Axle Trailer	12408	100,000	100,000	111,945 (11,945)
1.11		Water Tanker - Tri Axle Trailer	12409	100,000	100,000	110,500 (10,500)
Total Plant & Equipment				544,000	544,000	470,749 73,251
Furniture & Equipment						
0.96		Photocopier	4247	9,075	0	8,720 (8,720)
0.91		Shredder	4160	2,750	2,750	2,497 253
Total Furniture & Equipment				11,825	0	11,217 (8,720)
Infrastructure - Roads						
0.55		RRG_ Narrogin Wandering Road	R129B	350,729	349,360	192,094 157,266
1.00		RRG - Stratherne Road 19/20	R001B	150,942	150,432	151,693 (1,261)
1.02		RTR - Wandering Narrogin Road	R129C	81,045	80,664	82,500 (1,836)
1.12		RTR - Popanyinning West Reseal	R004E	14,000	12,826	15,646 (2,820)
1.00		BS - Narrogin Wandering Road Black Spot	BS129	410,666	410,666	408,913 1,752
Total Road Infrastructure				1,007,381	1,003,948	850,847 153,101
Recreation						
1.00		Nil				
Total Recreation				0	0	0 0
Parks, Ovals & Playgrounds						
1.00		Nil				
Total Parks, Ovals & Playgrounds				0	0	0 0
Other Infrastructure						
1.02		Bridge Improvements - Capital Upgrades	11214	30,000	0	30,620 (30,620)
0.00		Depot Fencing & Gates - Capital Upgrades	J168A	15,000	0	0 0
Total Other Infrastructure				45,000	0	30,620 (30,620)
0.51		TOTAL CAPITAL EXPENDITURE		3,226,666	1,883,682	1,657,556 341,410

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

FINANCING ACTIVITIES

NOTE 8

BORROWINGS

Information on Borrowings		New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
Particulars	2018/19	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget	Actual	Annual Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Transport									
Loan 63 - Graders	111,951	0	0	37,007	40,446	74,944	71,505 0	4,439	4,126
Economic Services									
Loan 64 - Lot 74 Austral St	160,000			14,491	14,491	145,509	138,145	3,394	3,394
Education and Welfare									
Loan 65 - Aged Persons Housing			310,000		14,223		295,777		2,775
Total	271,951	0	310,000	51,498	69,160	220,453	505,427	7,833	10,295

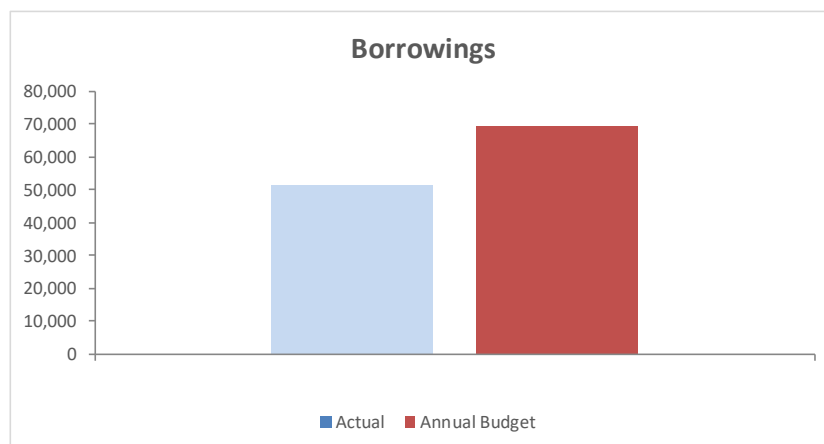
All debenture repayments were financed by general purpose revenue.

SIGNIFICANT ACCOUNTING POLICIES

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

KEY INFORMATION

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.



Principal Repayments	\$51,498
Interest Earned	\$28,729
Interest Expense	\$7,833
Reserves Bal	\$1.39 M
Loans Due	\$0.22 M

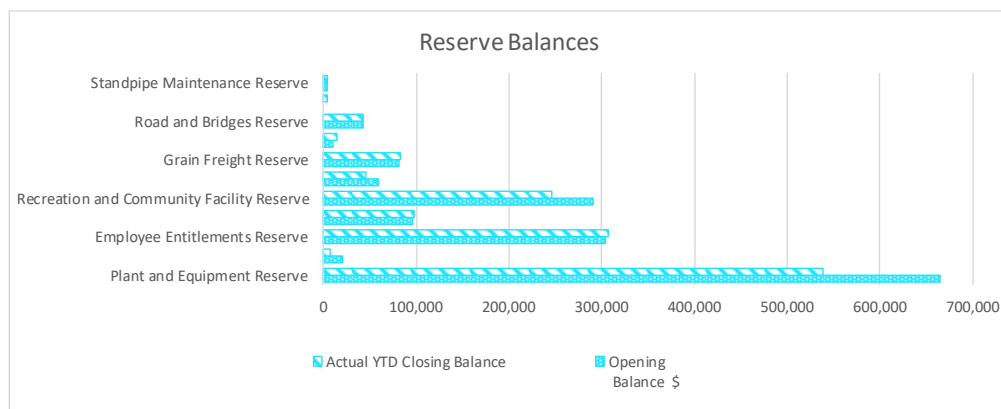
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

OPERATING ACTIVITIES
NOTE 9
CASH AND INVESTMENTS

Cash Backed Reserve

Reserve Name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Plant and Equipment Reserve	664,195	5,456	6,347		6,347	(244,000)	(131,898)	425,651	538,644
IT and Office Equipment Reserve	21,068	169	197		197	(15,675)	(14,546)	5,562	6,719
Employee Entitlements Reserve	303,437	2,998	3,487		3,487	0	0	306,435	306,924
Housing Reserve	96,817	870	1,012		1,012	(43,000)	0	54,687	97,829
Recreation and Community Facility Reserve	291,199	2,996	3,485		3,485	(261,151)	(48,579)	33,044	246,105
Refuse Site Reserve	58,763	971	1,129		1,129	0	(14,689)	59,734	45,203
Grain Freight Reserve	81,912	776	903		903	0		82,688	82,815
Equestrian Reserve	10,166	49	57	4,545	4,602			14,760	14,768
Road and Bridges Reserve	42,542	696	810		810	0		43,238	43,352
Community and Sporting Club Reserve	0	0	0	4,550	4,550	0		4,550	4,550
Standpipe Maintenance Reserve	4,052	19	23		23	0		4,071	4,075
	1,574,151	15,000	17,448	9,096	26,544	(563,826)	(209,712)	1,034,421	1,390,983

KEY INFORMATION



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

Attachment 9.1.2A
NOTE 10
GRANTS AND CONTRIBUTIONS

Grants and Contributions

Description	Annual Budget	YTD Budget	YTD Actual	Variance
Operating grants, subsidies and contributions				
General Purpose Funding				
Grants Commission - General Purpose	285,073	285,072	535,483	250,411
Governance				
Great Southern Business Development Group	0	0	0	0
Insurance & Other Reimbursements	595	539	30,010	29,471
Insurance - February Storm Damage	0	0	57,102	57,102
Department Primary Industries & Regional Development	0	0	30,000	30,000
Law, Order & Public Safety				
DFES - Bush Fire Brigades	24,769	24,768	28,736	3,968
Education & Welfare				
Good Things Foundation	2,500	1,000	0	(1,000)
Housing				
Rental Income	4,680	4,290	4,320	30
Community Amenities				
Cemetery	6,362	5,853	6,612	759
Protection of the Environment	0	0	7,366	7,366
Recreation & Culture				
Yornaning Dam Stage 2	73,832	73,832	80,924	7,092
Sport & Recreation	3,500	3,201	0	(3,201)
Transport				
Main Roads - RRG	0	0	0	0
Main Roads - Direct Grant	115,490	115,490	115,490	0
Grants Commission - Roads Component	185,141	185,140	357,272	172,132
Economic Services				
Youth Day	4,000	3,637	1,000	(2,637)
Volunteers Day	1,000	917	0	(917)
Digital Literacy Workshops	1,500	1,375	0	(1,375)
Other Property & Services				
Workers Compensation	25,000	22,913	20,067	(2,846)
Operating grants, subsidies and contributions Total	733,442	728,026	1,274,382	546,356
Non-operating grants, subsidies and contributions				
Education & Welfare				
Aged Person Accommodation Funding	872,000	872,000	214,491	(657,509)
	0	0	0	0
Recreation & Culture				
Wardering Road Bridge Widening	0	0	0	0
Transport				
Main Roads - RRG	334,630	334,630	267,702	(66,928)
Roads to Recovery (RTR)	211,000	211,000	211,000	0
Black Spot (BS)	233,109	233,109	186,488	(46,621)
Law, Order & Public Safety				
DFES - Bush Fire Brigades	0	0		0
Non-operating grants, subsidies and contributions Total	1,650,739	1,650,739	879,681	(771,058)
Grand Total	2,384,181	2,378,765	2,154,063	(224,702)

KEY INFORMATION

Some reclassification between Operating & Capital grants, contributions & reimbursements is required

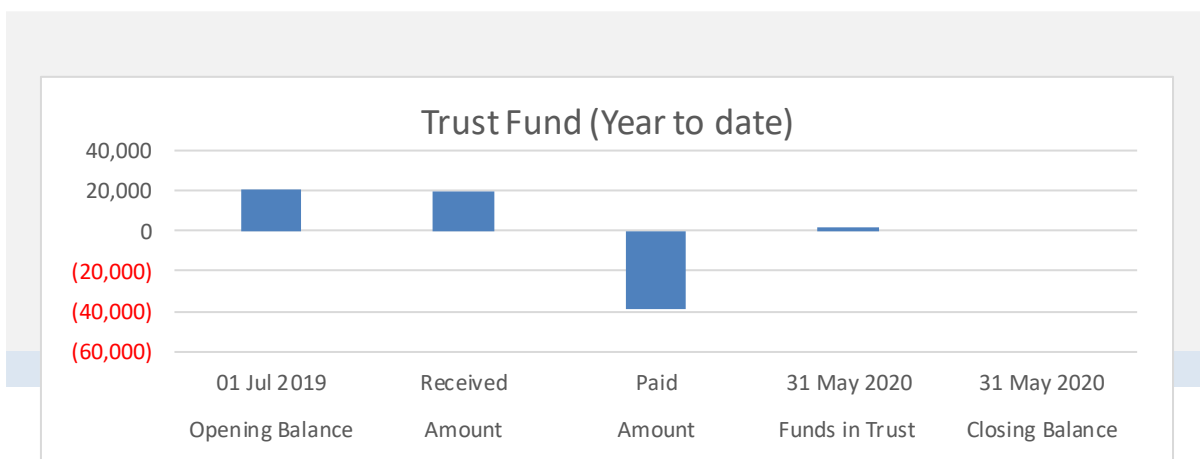
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**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 01 Jul 2019	Amount Received	Amount Paid	Funds in Trust 31 May 2020	Closing Balance 31 May 2020
	\$	\$	\$	\$	\$
Bonds - Building	6,889	0	(6,799)	90	0
Bonds - Hall Hire	1,150	500	(1,650)	0	0
Badminton Club		0	0	0	0
Commodine Tennis Club	2,890	0	(2,890)	0	0
Cuballing Progress Association	1,094	0	(1,094)	0	0
Cuballing Cricket Club	200	0	0	200	0
Yornaning Dam	0	0	0	0	0
Cuballing Football Association	566	0	(566)	0	0
Environment and Townscape Trust Fund	6,362	250	(6,612)	0	0
Police Licensing	355	18,701	(19,056)	0	0
Swipe Cards	1,550	0	0	1,550	0
Reimbursements	0	560	(560)	0	0
	21,056	20,011	(39,227)	1,840	0

KEY INFORMATION



**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**NOTE 12
BUDGET AMENDMENTS**

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

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus				0
	Permanent Changes						
	Nil						0
	Nil						0
	Nil						0
	Nil						0
				0	0	0	

ADDITIONAL INFORMATION

Note 12 to be completed as part of budget review process and/or as per Council Resolutions during the financial year

9.1.3 Write Off Outstanding Debtor

Applicant: N/A
File Ref. No: ADM19
Disclosure of Interest: Nil
Date: 8th June 2020
Author: Bronwyn Dew, Deputy Chief Executive Officer
Attachments: Nil

Summary

Council is to consider writing off a long outstanding debtor account totalling \$233.07.

Background

Debtor Account 97 received the following invoices for water from the Popanyinning standpipe in 2015.

Inv No	Date	Amount	Description	Balance	Running Total
2882	07/04/2015	65.70	Charges For Standpipe Water 13/01/2015 to 31/03/2015	65.70	233.07
2764	13/01/2015	167.37	Charges For Standpipe Water Popanyinning	167.37	167.37

With no payment, in January 2016 Council sought the opinion of AMPAC debt recovery who advised that the debt was uneconomical to pursue further.

In March 2016 Council considered writing of this debt, deciding not to write of the debt because the debtor still owned property locally and Council were reluctant to have other residents and ratepayers bear the cost of this default. In line with this Council decision no further services have been provided to this individual since.

Comment

In May 2020 the debtor has had his properties in Cuballing repossessed by the bank and the outstanding rates on this property was paid to prevent the Shire taking legal action to recover the rates debt.

Given that this debt is uneconomical to pursue and the debtor no longer has any connection with the Shire of Cuballing, the Officer has recommended writing off of this debt.

Strategic Implications – Nil

Statutory Environment

Council's Delegation Register provides limited delegated authority for the Chief Executive Officer to write off uncollectable debts

F1: Outstanding Debtors

The Chief Executive Officer is delegated the authority to write off uncollectable, economically uncollectable or erroneously created debts, in the following manner:

1. Where a Sundry Debtor invoice has:
 - a. a value of less than two hundred and fifty dollars;
 - b. has been outstanding for at least 90 days; and

- c. in the Chief Executive Officer's opinion, will not be economically practical to pursue payment of the account through the court system;
the Chief Executive Officer may approve that the invoice be written off.

The Chief Executive Officer has not exercised this delegation given the decision of Council from March 2016.

Policy Implications – Nil

Financial Implications

The Officer's Recommendation suggests writing off income of \$233.07.

Economic Implications – Nil

Social Implications – Nil

Environmental Considerations – Nil

Consultation – Nil

Options

The Council can resolve:

1. the Officer's Recommendation;
2. an amended Officer's Recommendation; or
3. to not write off any income.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That Council write off:

- 1. Invoice 2764 for an amount of \$167.37; and**
- 2. Invoice 2882 for an amount of \$65.70;**

charged against Debtor Account 97 because these debts are uneconomical to recover.

9.1.4 Transfer of Trust Funds

Applicant: N/A
File Ref. No: ADM304
Disclosure of Interest: Nil
Date: 11th June 2020
Author: Bronwyn Dew
Attachments: Nil

Summary

Council is to consider transferring monies currently held in Council's Trust Ledger to the Council's Municipal Ledger.

Background

Council is holding funds in Council's Trust Fund relating to Building Bonds. These funds were transferred to the new accounting system in February 2012 with no record of to whom the bonds relate.

Comment

Council is holding a total of \$90 in Building Bonds.

Staff believe that these monies will never be called upon.

Strategic Implications – Nil

Statutory Environment – Nil

Policy Implications – Nil

Financial Implications

A total of \$90 will be transferred from the Shire of Cuballing Trust Ledger to the Shire of Cuballing Municipal Ledger.

Economic Implication – Nil

Environmental Considerations – Nil

Consultation – Nil

Options

Council may resolve:

1. the Officer's Recommendation; or
2. to continue to hold the funds in the Shire of Cuballing Trust Ledger.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That Council transfer the amount of \$90 from the Shire of Cuballing Trust Ledger to the Shire of Cuballing Municipal Ledger.

9.1.5 Sale of Obsolete or Surplus Equipment

Applicant: N/A
File Ref. No: ADM 182
Disclosure of Interest: Nil
Date: 11th June 2020
Author: Bronwyn Dew, Deputy CEO
Attachments: Nil

Summary

Council is to consider the sale of obsolete or surplus equipment and other items.

Background

Shire staff have conducted a review of assets prior to the end of the financial year.

Comment

Following review, staff have identified items of value that are obsolete or surplus to the Shire operational requirements. The Officer's recommendation is to dispose of these items.

Staff have proposed to sell the items through two methods, being:

- Sale by auction through a large auction house. It is also possible for Council to offer the items through the auction with a reserve value.
- Sale after local advertisement through a silent auction.

The items and proposed method of sale are:

1. Holden Colorado Utility with canopy

Council purchased this Colorado Utility in August 2019 for \$39,433.45 (GST Exclusive). The vehicle was required for the use of the then Building Officer to conduct his duties. With the Building Officers retirement this vehicle is surplus to Council's needs.

Staff anticipate that an auction sale, with a reserve price of \$31,000 would be most beneficial.

2. Total Survey Station

The Total Survey Station was purchased in June 2013 and was able to be used by staff employed at that time. The equipment is now unused and is still in its original packaging.

Staff anticipate that an auction sale would be most beneficial.

3. Springhill Dam Pump

This skid mounted, diesel driven pump was used to pump water from Springhill dam to the oval. The pump is currently in need of repairs but may have some value.

Staff anticipate that sale after regional advertisement through a silent auction would be most beneficial.

4. Shed at 74 Austral Street.

This shed was purchased with the house at 74 Austral Street Cuballing. The area where the shed is located is proposed to eventually be included in the aged units development. Therefore the shed is surplus to requirements. A condition of sale of the shed would include the purchaser is to dismantle and remove the shed.

Staff anticipate that sale after regional advertisement through a silent auction would be most beneficial.

5. Yornaning Drum Muster Facility Compound

With the construction of facilities at Shire Transfer Stations, this facility is now obsolete as the facility. This fencing would need to be dismantled and removed by the purchaser.

Staff anticipate that sale after local advertisement through a silent auction would be most beneficial.

6. Fibreglass Water Tank

The fibreglass water tank is a Hawke skid mounted fibreglass water tank with Honda motor that is surplus to Council's needs.

Staff anticipate that an auction sale would be most beneficial.

7. Rubber tyred roller

The rubber tyred roller is a ripper mounted, tow behind rubber tyred roller. This roller was set up for use with Council's previous graders and is now obsolete.

Staff anticipate that an auction sale would be most beneficial

Strategic Implications - Nil

Statutory Environment

Local Government Act 1995

3.58. Disposing of property

- (1) In this section —
dispose includes to sell, lease, or otherwise dispose of, whether absolutely or not;
property includes the whole or any part of the interest of a local government in property, but does not include money.
- (2) Except as stated in this section, a local government can only dispose of property to —
 - (a) the highest bidder at public auction; or
 - (b) the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.
- (3) A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property —
 - (a) it gives local public notice of the proposed disposition —
 - (i) describing the property concerned; and
 - (ii) giving details of the proposed disposition; and
 - (iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;

- and
- (b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.
- (4) The details of a proposed disposition that are required by subsection (3)(a)(ii) include —
- (a) the names of all other parties concerned; and
 - (b) the consideration to be received by the local government for the disposition; and
 - (c) the market value of the disposition —
 - (i) as ascertained by a valuation carried out not more than 6 months before the proposed disposition; or
 - (ii) as declared by a resolution of the local government on the basis of a valuation carried out more than 6 months before the proposed disposition that the local government believes to be a true indication of the value at the time of the proposed disposition.

Local Government (Functions and General) Regulations 1996

30. Dispositions of property excluded from Act s. 3.58

- (1) A disposition that is described in this regulation as an exempt disposition is excluded from the application of section 3.58 of the Act.

...

- (3) A disposition of property other than land is an exempt disposition if —
- (a) its market value is less than \$20 000; or
 - (b) it is disposed of as part of the consideration for other property that the local government is acquiring for a consideration the total value of which is not more, or worth more, than \$75 000.

Policy Implications

Council has delegated the following authority in relation to the Sale of Surplus Equipment, Materials and Scrap.

W7: Sale of Surplus Equipment, Materials and Scrap

The Chief Executive Officer is delegated the authority to sell by the holding of a surplus goods sale at Council's Depot or any other fair means, items of surplus equipment, materials, tools, etc which are no longer required, are outmoded, or are no longer serviceable.

Guidelines

This delegation applies only to items with a sale value less than \$2,000.

Financial Implications

An auction sale of Holden Colorado Utility, an auction house charge would charge a fixed fee of \$200 with additional expense of a title check fee of \$40 and OHS Inspection of \$150.

For the sale of the minor items, the auction house charge a similar fixed fee.

Economic Implications – Nil

Social Implications – Nil

Environmental Considerations – Nil

Consultation – Nil

Options

The Council can resolve:

1. the Officer's Recommendation;

2. to sell the items by an alternative method including private treaty, with Council obtaining additional quotations for the sale or by tender;
3. to not sell the items; or
4. defer and seek additional information stating the reasons for such decision.

Voting Requirements – Simple Majority

OFFICER RECOMMENDATION:

That Council:

1. sell the following surplus or obsolete items:

Item	Method	Reserve
Holden Colorado Utility	Auction	\$31,000
Total Survey Station	Auction	Nil
Springhill Dam Pump	Regional Advert/Silent Auction	Nil
Shed at 74 Austral Street	Regional Advert/Silent Auction	Nil
Yornaning Drum Muster facility	Local Advert/Silent Auction	Nil
Fibreglass water tank	Auction	Nil
Rubber tyred roller	Auction	Nil

2. delegate authority to the Chief Executive Officer to accept the highest price offered for all items.

9.2 CHIEF EXECUTIVE OFFICER:

9.2.1 Delegating Council Authority – 2020/21

Applicant: N/A
File Ref. No: ADM022
Disclosure of Interest: Nil
Date: 2nd June 2020
Author: Gary Sherry
Attachments: 9.2.1A Draft June 2019 Delegations Register

Summary

Council is to review and confirm delegation of Council authority to the Chief Executive Officer.

Background

Section 5.46 of the Local Government Act 1995 requires that the Chief Executive Officer is to keep a register of the delegations made under the Act to the Chief Executive Officer and to employees and at least once every financial year.

Council last reviewed all their delegations on Wednesday 19th June 2020.

Council should note that under section 5.44 of the Local Government Act, Council can only delegate to the Chief Executive Officer and the Chief Executive Officer is able to delegate to Council employees. Therefore, although Council policy requires approval by two staff for some activities, the Council delegation is to the Chief Executive Officer and the Chief Executive Officer then on delegate, in writing, to additional staff. Some specialist delegations, particularly building and health matters, are on delegated to appropriately trained or qualified staff.

Comment

A revised draft list of Council's delegations are included at Attachment 9.2.1A, with new additions included in red and deletions struck out.

All of the changes proposed in the draft Delegation Register relate to a change in Council's staff structure during 2019/20 where the two positions of Building Officer and Environmental Health Officer have been combined into one role.

Strategic Implications –

GOVERNANCE & ORGANISATION - Our Council, Services, Policies and Engagement.

- An independent Council that is supported by an excellent organisation.
- Governance structures that ensure accountable, transparent and ethical decision making.

	Strategy	Outcome
4.2	Maintain a clear, transparent and ethical decision making process.	Openness and transparency in Council decisions.
4.5	Be innovative in the management of Shire operations, services, staff and resources to create a resilient and financially stable Shire.	A Shire that is progressive, sustainable, resilient and adaptive to changes.

	Strategy	Outcome
4.6	Employees actively contribute to improved operational service delivery and ensure excellent customer service.	Employees continually improve the operational service delivery and the community receives excellent customer service.

Statutory Environment

Local Government Act 1996

5.42. Delegation of some powers and duties to Chief Executive Officer

- (1) A local government may delegate* to the Chief Executive Officer the exercise of any of its powers or the discharge of any of its duties under this Act other than those referred to in section 5.43.

* Absolute majority required.

- (2) A delegation under this section is to be in writing and may be general or as otherwise provided in the instrument of delegation.

5.43. Limits on delegations to Chief Executive Officer's

A local government cannot delegate to a Chief Executive Officer any of the following powers or duties —

- (a) any power or duty that requires a decision of an absolute majority or a 75% majority of the local government;
- (b) accepting a tender which exceeds an amount determined by the local government for the purpose of this paragraph;
- (c) appointing an auditor;
- (d) acquiring or disposing of any property valued at an amount exceeding an amount determined by the local government for the purpose of this paragraph;
- (e) any of the local government's powers under section 5.98, 5.98A, 5.99, 5.99A or 5.100;
- (f) borrowing money on behalf of the local government;
- (g) hearing or determining an objection of a kind referred to in section 9.5;
- (ha) the power under section 9.49A(4) to authorise a person to sign documents on behalf of the local government;
- (h) any power or duty that requires the approval of the Minister or the Governor; or
- (i) such other powers or duties as may be prescribed.

5.44 Chief Executive Officer may delegate powers and duties to other employees

- (1) A Chief Executive Officer may delegate to any employee of the local government the exercise of any of the Chief Executive Officer's powers or the discharge of any of the Chief Executive Officer's duties under this Act other than this power of delegation.
- (2) A delegation under this section is to be in writing and may be general or as otherwise provided in the instrument of delegation.
- (3) This section extends to a power or duty the exercise or discharge of which has been delegated by a local government to the Chief Executive Officer under section 5.42, but in the case of such a power or duty —
 - (a) the Chief Executive Officer's power under this section to delegate the exercise of that power or the discharge of that duty; and
 - (b) the exercise of that power or the discharge of that duty by the Chief Executive Officer's delegate, are subject to any conditions imposed by the local government on its delegation to the Chief Executive Officer.
- (4) Subsection (3)(b) does not limit the Chief Executive Officer's power to impose conditions or further conditions on a delegation under this section.
- (5) In subsections (3) and (4) —
"conditions" includes qualifications, limitations or exceptions.

5.46. Register of, and records relevant to, delegations to Chief Executive Officer's and employees

- (1) The Chief Executive Officer is to keep a register of the delegations made under this Division to the Chief Executive Officer and to employees.
- (2) At least once every financial year, delegations made under this Division are to be reviewed by the delegator.
- (3) A person to whom a power or duty is delegated under this Act is to keep records in accordance with regulations in relation to the exercise of the power or the discharge of the duty.

Building Act 2011

127 Delegation: special permit authorities and local governments

- (1) A special permit authority or a local government may delegate any of its powers or duties as a permit authority under another provision of this Act.
- (2) A delegation of a special permit authority's powers or duties may be only to an employee of the special permit authority, or to an employee of one of the legal entities that comprise the special permit authority.
- (3) A delegation of a local government's powers or duties may be only to a local government employee.
- (4) The delegation must be in writing executed by or on behalf of the delegator.
- (5) Except as provided for in subsection (6A), a person to whom a power or duty is delegated under this section cannot delegate that power or duty.
- (6A) The CEO of a local government may delegate to any other local government employee a power or duty of the local government that has been delegated to the CEO under this section but in the case of such a power or duty —
 - (a) the CEO's power under this subsection to delegate the exercise of that power or the discharge of that duty; and
 - (b) the exercise of that power or the discharge of that duty by the CEO's delegate, are subject to any conditions, qualifications, limitations or exceptions imposed by the local government on its delegation to the CEO.
- (6) A person exercising or performing a power or duty that has been delegated to the person under this section is to be taken to do so in accordance with the terms of the delegation unless the contrary is shown.
- (7) Nothing in this section limits the ability of the delegator to perform a function through an officer or agent.
- (8) In subsections (3) and (6A) —
 CEO means chief executive officer;
 local government employee, in relation to a local government, means a person employed by the local government under the Local Government Act 1995 section 5.36.

Bush Fires Act 1954

48 Delegation by Local Government

- (1) A local government may, in writing, delegate to its chief executive officer the performance of any of its functions under this Act.
- (2) Performance by the chief executive officer of a local government of a function delegated under subsection (1) —
 - (a) is taken to be in accordance with the terms of a delegation under this section, unless the contrary is shown; and
 - (b) is to be treated as performance by the local government.
- (3) A delegation under this section does not include the power to subdelegate.
- (4) Nothing in this section is to be read as limiting the ability of a local government to act through its council, members of staff or agents in the normal course of business.

Policy Implications

On occasions Council Policy guides or controls the use of Council's delegated authority.

Financial Implications – Nil

Economic Implication – Nil
Social Implication – Nil
Environmental Considerations – Nil
Consultation – Nil

Options

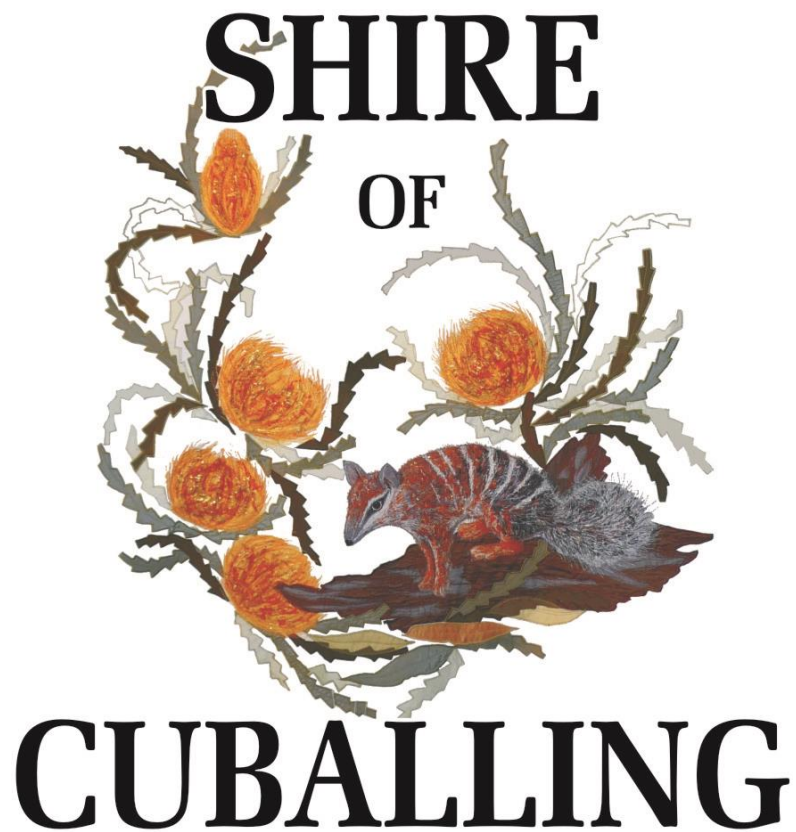
Council may resolve:

1. the Officer's Recommendation;
2. the Officer's Recommendation with additions to, amendment of or deletion of any of the delegations shown in the attached draft delegations register.

Voting Requirements – Absolute Majority

OFFICER'S RECOMMENDATION:

That Council endorses the draft Shire of Cuballing Delegations Register June 2020, included at Attachment 9.2.1A, as amended.



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1. ADMINISTRATION

A1: Legal Advice

The Chief Executive Officer is delegated the authority to appoint legal counsel and obtain advice, assistance and opinions as the Chief Executive Officer deems necessary in the exercise of the management of the Shire of Cuballing with all legal advice received to be made available at the next Council meeting.

Guidelines

This delegation is subject to sufficient provision having been made in Council's budget for any expenses to be incurred.

Reference: Local Government Act 1995 section 5.42

A2: Purchase Orders

The Chief Executive Officer is delegated the authority to issue Purchase Orders for goods or services on behalf of the Shire of Cuballing.

Guidelines

Issuing of a Council order is only permitted where sufficient funds have been allocated in Council's budget and the mode of purchase is in accordance with Council's Purchasing Policies.

Reference: Local Government Act 1995 section 5.42

On Delegation	to the following officers in the following manner:	
	Deputy Chief Executive Officer	up to orders of \$20,000
	Manager Works & Services	up to orders of \$20,000
	Administration Officer	up to orders of \$3,000
	Works Supervisor	up to orders of \$3,000

A3: Tender Invitation

The Chief Executive Officer is delegated the authority to call Tenders to supply goods and/or services for all budgeted items.

Objective: To expedite the purchase of goods and services.

Reference: Local Government Act 1995 sections 3.57 & 5.42.
Local Government (Functions and General) Regulations 11.

A4: Media

The Chief Executive Officer is delegated the authority for the publicity of Council activities through the media.

Reference: Local Government Act 1995 section 5.42
Shire of Cuballing Policy 1.6

A5: Common Seal

The Chief Executive Officer is delegated the authority to affix Common Seal (witnessed by President and CEO) to documents to be executed by the Shire of Cuballing where such documents are consistent and in accord with resolutions of Council, subject to Council being notified of executed documents in a timely manner.

Reference: Local Government Act 1995 sections 5.42, 9.49A(2) & 9.49A(4)

A7: Permission to Conduct Activities on Council Property

The Chief Executive Officer is delegated authority to grant permission to conduct activities on Council Property.

Objective: To expedite the Council approval process

Reference: Local Government Act 1995 section 5.42(1)

On Delegation: Deputy Chief Executive Officer

A8: Liquor Permits

The Chief Executive Officer is delegated the authority to determine applications for the consumption and sale of liquor on property under the care, control and management of the Shire of Cuballing.

Objective: To expedite the Council approval process

Reference: Local Government Act 1995 section 5.42(1)
Liquor Control Act 1988 sections 59 & 119

A9: Impounding

The Chief Executive Officer is delegated the authority to exercise power in relation to the removal and impoundment of any goods which are involved in any contravention that can lead to impoundment, and to use reasonable force in the exercise of this power.

Objective: To expedite good governance.

Reference: Local Government Act 1995 section 3.39 and Part 3.

A10: Enter Land in Emergencies

The Chief Executive Officer is delegated the authority to:

1. sign and issue Notices of Entry;
2. in the event of an emergency enter land, premises or thing immediately and without notice and perform any of its functions as it considers appropriate to deal with the emergency; and
3. exercise reasonable force to gain entry to land in the event of an emergency.

Reference: Local Government Act 1995 section 3.32 and 3.34

A11: Appointment of Authorised Persons – Enforcement and Legal Proceedings

The Chief Executive Officer is delegated the authority to appoint:

1. persons pursuant to section 9.29 of the Local Government Act 1995, to represent the Shire of Cuballing generally in proceedings in the court of petty sessions and Local Court.
2. under section 9.10 of the Local Government Act 1995 persons or classes of persons to be authorised for the purposes of performing particular functions.
3. under section 3.24 of the Local Government Act 1995 any person to exercise the powers given to a Local Government under Subdivision 2 of Division 3 of Part 3 of the Act.
4. under section 3.39 of the Local Government Act any person to exercise the powers given to a Local Government under subdivision 4 of Division 3 of Part 3 of the Act.
5. persons or classes of persons in relation to enforcement and legal proceedings.

Reference: Local Government Act 1995 section 9.16
Dog Act
Bush Fires Act
Health Act
Local Laws

A12: Execution of Documents

The Chief Executive Officer is delegated the authority to prepare the necessary documentation taking into account any specific or policy requirements of Council and arrange for execution of the contract documents where:

1. the Council has authorised entering into a formal contract, or
2. a formal contract is authorised under a delegated authority from the Council, or
3. a formal contract is considered necessary by the Chief Executive Officer as part of the day to day operation of the Council;

Reference: Local Government Act 1995 section 5.42

A13: Destruction of Records

The Chief Executive Officer is delegated the authority to destroy records in accordance with Council's Record Keeping Plan.

Reference: Shire of Cuballing Record Keeping Plan
State Records Act 2000
State Records Office's General Disposal Authority for Local Government Records

A18: Industrial Representation

The Chief Executive Officer is delegated the authority to sign an employer's warrant for representation on industrial awards and to appear on the Shire of Cuballing's behalf.

Reference: Local Government Act 1995 sections 5.42

A19: Bond Refunds

The Chief Executive Officer is delegated the authority to refund bond monies where all conditions of approval have been met, with the aggrieved applicant having a right of appeal to Council.

Objective: To expedite the Council approval process

Reference: Local Government Act 1995 section 5.42(1)

2. BUILDING

B1: Building Permit

The Chief Executive Officer is delegated the authority to approve or refuse plans and specifications submitted under section 20 of the Building Act.

Reference: Building Act 2011 Sections 20, 22, 127

On Delegation: **Principal Environmental Health Officer/Building Surveyor**

B2: Demolition Permit

The Chief Executive Officer is delegated the authority to approve or refuse plans and specifications submitted under section 21 of the Building Act.

Reference: Building Act 2011 Sections 21, 22, 127

On Delegation: **Principal Environmental Health Officer/Building Surveyor**

B3: Building Orders

The Chief Executive Officer is delegated authority to:

1. make building orders pursuant to section 110 of the Building Act 2011 in relation to: -
 - a. Building work;
 - b. Demolition work; or
 - c. An existing building or incidental structure; and
2. revoke building orders pursuant to section 117 of the Building Act 2011

Reference: Building Act 2011 Sections 110, 117, 127

On Delegation: **Principal Environmental Health Officer/Building Surveyor**

B4: Extension of Period of Duration of Occupancy Permit or Building Approval Certificate

The Chief Executive Officer is delegated the authority to approve or refuse to approve applications submitted under section 65 of the Building Act

Reference: Building Act 2011 Section 65, 127

On Delegation: **Principal Environmental Health Officer/Building Surveyor**

B5: Grant of Occupancy Permit, Building Approval Certificate

The Chief Executive Officer is delegated the authority to approve or refuse plans and specifications submitted under section 58 of the Building Act 2011.

Reference: Building Act 2011 Section 58, 127

On Delegation: **Principal Environmental Health Officer/Building Surveyor**

3. HEALTH

H1 Offences

The Chief Executive Officer is delegated the authority to to issue notices, serve direction and take actions on behalf of Council which is authorised by the Health Act 1911 or its subordinate legislation, conditional upon such action being reported to Council at its next held full meeting.

Reference: Health Act 1911
Shire of Cuballing Health Local Law 2007

On Delegation **Principal Environmental Health Officer/Building Surveyor**

H2: Itinerant Food Vendors Licence

The Chief Executive Officer is delegated the authority to issue Itinerant Food Vendors Licence in accordance with the requirements of the Health Act and Shire of Cuballing Health Local Law.

Objective: To expedite the issue of planning approval.

Reference: Local Government Act 1995 section 5.42
Health Act 1911
Shire of Cuballing Health Local Law 2007

On Delegation **Principal Environmental Health Officer/Building Surveyor**

H3: Septic Tank Installations

That the Chief Executive Officer is delegated the authority to approve septic tanks and other apparatus for the treatment of sewage and disposal of effluent and liquid waste.

Reference: Health Act 1911 Section 107(2)(a)

On Delegation **Principal Environmental Health Officer/Building Surveyor**

H4: Notices

The Chief Executive Officer is delegated the authority to issue notices to owners and occupiers of land requiring certain things to be done by the owner or occupier of that land.

Reference: Local Government Act 1995 section 3.25
Health Act Parts IV, V, VI, VII, VIIA, VIII, IX, XV

On Delegation **Principal** Environmental Health Officer/**Building Surveyor**

H5: Renewing Licences

The Chief Executive Officer is delegated the authority to renew all licences provided the circumstances of the original licence have not substantially altered.

Reference: Health Act 1911

On Delegation **Principal** Environmental Health Officer/**Building Surveyor**

H6: Administration of Health

The Chief Executive Officer is delegated the authority to exercise and discharge the powers and functions of the Shire of Cuballing under the Health Act 1911 relating to:

- forming of opinions and making of declarations;
- the granting and issue of licenses, permits, certificates and approval;
- the issue of notices, orders and requisitions and the carrying out and putting into effect of notices, orders and requisitions;
- the ordering and authorisation of legal proceedings for breaches of the Health Act 1911, all regulations and local laws.

Reference: Health Act 1911

On Delegation **Principal** Environmental Health Officer/**Building Surveyor**

4. PLANNING**P1: Home Occupations**

The Chief Executive Officer is delegated authority to approve the issue of Home Occupation Licence subject to compliance with Shire of Cuballing Town Planning Scheme No 2.

Reference: Local Government Act 1995 section 5.42
Shire of Cuballing Town Planning Scheme No 2

P2: Planning

The Chief Executive Officer is delegated authority for:

1. Requirements for Public Notice

- 1.1 Making a determination on the form or forms of public notice to be given of a proposed development, scheme amendment, road closure or other proposal where the Local Planning Scheme or other legislation requires that such public notice be given and give such notice.
- 1.2 Making a determination to require that public notice of a development to be given in accordance with Local Planning Scheme where such notice is considered to be in the public interest.

2. Approval of Permitted “P” and Incidental Uses

Making a determination on all “P” and Incidental uses where a proposed development is generally in accordance with the Local Planning Scheme, Local Planning Strategy, Council policies and is consistent with guiding precedent approvals.

3. Residential Design Code Matters

Making a determination on any matter required to be determined under the Residential Design Codes including where an exercise of discretion is required, provided that appropriate notice of the proposed development is given to adjoining properties where it is required or is considered to have the potential to adversely affect the amenity of an adjoining property.

4. Minor Modification of Planning Determinations

Making modifications to planning approvals where:

- 4.1 the modification conforms to the relevant Local Planning Scheme objectives and policies;
- 4.2 the modification does not have a detrimental effect on the amenity of the locality; and
- 4.3 the extension to a development approval is to a maximum of 2 years.

NOTES:

- Where consent of abutting landowners was required for the original application, then the modification should also be referred to abutting landowners for comment where the modification requires a substantial variation from the original application.
- Where the original application was required to be the subject of public notice under the relevant Local Planning Scheme or the Residential Design Codes, then (if the modification is considered substantial) the modification will need a new public notice readvertised in accordance with the Local Planning Scheme or the Residential Design Codes.

5. Dealing with Subdivisions

Making recommendations to the Western Australian Planning Commission in respect of applications or other matters relating to Subdivision, Boundary Adjustment, Amalgamation and Strata Titling where such matters are in accordance with the Local Planning Scheme, Local Planning Strategy, Council Policies and established precedent, including minor variations to approved subdivisions and clearance of conditions provided appropriate consultation with other Council Officer's is carried out.

6. Dealing with Scheme Amendments

- 6.1 Requiring modifications to Local Planning Scheme Amendment documents to ensure that all documents are maintained at a consistent high quality and the information contained within the document addresses all issues considered relevant and will enable the public and referral agencies to fully understand the Amendment.
- 6.2 Accepting modifications to Local Planning Scheme Amendment documents required by the Western Australian Planning Commission or the Minister for Planning at any stage throughout the Scheme Amendment process.
- 6.3 Respond in writing to scheme amendment requests. Based on Council resolution, the CEO to set out that support for scheme amendment requests should cover multiple lots or a precinct compared to an individual lot, unless the site subject to the scheme amendment request is a considerable area or the applicant provides suitable justification for the proposal to the satisfaction of the Council.

7. Legal Proceedings

- 7.1 all matters relating to Planning Infringement Notices including sections 228, 229, 230 and 231 of the Planning and Development Act
- 7.2 Taking all necessary action against owners or occupiers of properties to cease illegal uses, comply with the Local Planning Scheme and/or comply with conditions of Development Approval, including instituting prosecution proceedings under the Planning and Development Act, in the Court in its summary jurisdiction.
- 7.3 Represent Council, or appoint appropriate representatives, where necessary at prosecutions, appeals and enquiries pertaining to the enforcement of the provisions of the Planning and Development Act and the implementation of Council's Local Planning Scheme

8. Miscellaneous Matters

- 8.1 Electing to return or defer consideration of incomplete and unsatisfactory applications for planning consent.
- 8.2 Granting variations to relevant Planning Policies and provisions of the Residential Design Codes on Building Licence applications (where the application is exempt from the requirement to gain planning approval under the Residential Design Codes and/or the Local Planning Scheme).
- 8.4 Provision of written and verbal responses to planning appeals, mediated settlements resulting from appeals and Western Australian Planning Commission requests for reconsideration.
- 8.5 Prepare submissions and correspondence to government agencies and other organisations where consistent with the Local Planning Scheme, Local Planning Strategy, Council policies and guiding precedent approvals.

9. Right to have matter heard By Council

Where an applicant disputes or has issue with a planning determination made in accordance with this delegation, it will be a matter of right for the applicant to request that the matter be reconsidered by Council, provided the exercise of such right does not limit any other right of appeal that exists in Law.

10. Matters that may be of significant financial interest to Council

Despite other indications in this delegation, it is required that any planning matter that may have significant impact on Council infrastructure is to be determined by the Council.

Reference: Local Government Act 1995 section 5.42

P3: Subdivision Clearance

The Chief Executive Officer is delegated the authority to endorse subdivision referral proformas and to certify the compliance with subdivision conditions when satisfied that suitable arrangements have been made.

Reference: Local Government Act 1995 section 5.42
Town Planning and Development Act 1928 part III Sections 20 and 24

P4: Secondhand Fencing

The Chief Executive Officer is delegated the authority to approve the use of secondhand material for fencing.

Reference: Local Government Act 1995 section 5.42

5. WORKS**W1: Roadside Clearing**

The Chief Executive Officer is delegated the authority to permit clearing of roadside vegetation

Guideline Any application must comply with legislation and Council Policy.

Reference: Local Government Act 1995 section 5.42
Environmental Protection (Clearing of Native Vegetation) Regulations 2004
Shire of Cuballing Policy 5.18

On Delegation Manager Works and Services

W2: Road Trains/Mass Permits

The Chief Executive Officer is delegated the authority to approve Restricted Access Vehicles (RAV) access, on low volume roads within the Shire of Cuballing.

Guideline An approval provided under this delegation must comply with Council Policy.

Reference: Local Government Act 1995 section 5.42
Council Policy 5.10 Heavy Vehicle Operations

On Delegation Manager Works & Services

W3: Seed Collection

The Chief Executive Officer is delegated the authority to permit wildflower picking and native seed collection on Shire of Cuballing property and reserves vested in or under the control of the Shire of Cuballing.

Guidelines

Any permits will be subject to and in accordance with conditions set by the Department of Environment and Conservation.

Reference: Local Government Act 1995 section 5.42

On Delegation Manager Works & Services

W4 Undertaking Private Works

The Chief Executive Officer is delegated the authority to accepting or rejecting private works.

Reference: Local Government Act 1995 section 5.42(1)

On Delegation Manager Works & Services for Private Works that are up to two full day in length.
Works Supervisor for Private Works that are up to one full day in length.

W5: Temporary Road Closure

The Chief Executive Officer is delegated the authority to temporarily close roads during adverse weather conditions.

Reference: Local Government Act 1995 section 3.50

On Delegation Manager Works & Services

W6: Temporary Closure of Roads for Public Events

The Chief Executive Officer is delegated the authority to determine applications for the temporary closure of roads for public events.

Guidelines

The determination shall be in accordance with provisions of the Road Traffic (Events on Roads) Regulations 1991 and the Local Government Act 1995 and shall, when approved by the Chief Executive Officer, contain the following conditions:

1. The closure is to be advertised in a local newspaper.
2. Arrangements are to be made for appropriate signposting to effect the closure.
3. The applicant is to take out a Public Risk Insurance policy which indemnifies Council against any damages claims and a copy of the Policy is to be provided to Council.
4. The applicant is to notify the Police and Emergency Services and ensure that whilst the event is in progress, satisfactory arrangements are made to allow access to premises by Emergency Services.

The Chief Executive Officer may determine additional conditions to be imposed on any approvals issued.

Reference: Local Government Act 1995 section 3.50

W7: Tree Safety

The Chief Executive Officer is delegated the authority to issue an order to make a tree safe on private land and to enter that property to make a tree safe.

Reference: Local Government Act 1995 section 5.42

On Delegation Manager Works & Services

W8: Sale of Surplus Equipment, Materials and Scrap

The Chief Executive Officer is delegated the authority to sell by the holding of a surplus goods sale at Council's Depot or any other fair means, items of surplus equipment, materials, tools, etc which are no longer required, are outmoded, or are no longer serviceable.

Guideline

This delegation applies only to items with a sale value less than \$2,000.

Reference: Local Government Act 1995 section 5.42

6. FIRE CONTROL

BF1: Roadside Burning

The Chief Executive Officer is delegated the authority to approve applications for the burning of road verges

Guideline

Any approval will be conditional of being in accordance with Council Policy.

Reference: Local Government Act 1995 section 5.42
Shire of Cuballing Policy 6.4

BF2: Use of Shire Vehicles during Fire

The Chief Executive Officer is delegated the authority for the use of Council plant and equipment in the event of a fire.

Reference: Local Government Act 1995 section 5.42

On Delegation Manager Works & Services

BF3: Extension/Reduction Restricted/Prohibited Burning Periods

The Chief Executive Officer is delegated the authority to suspend, amend or vary Prohibited and Restricted burning times.

Guideline

The Chief Executive Officer will exercise this delegation in consultation with the Chief Bush Fire Control Officer.

Reference: Local Government Act 1995 section 5.42
Bush Fire Act 1954 sections 17(7)(a), 17(8), 17(10) & 18(5)(a)
Bush Fire Regulations 1954 regulation 15C

BF4: Control of Fires

The Chief Executive Officer is delegated the authority, where Council's volunteer bush fire brigades believe they cannot effectively or safely manage a bush fire incident, to transfer control of that incident to the Department of Fire and Emergency Services (DFES).

Guidelines

The Shire will support FESA's management of any incident with:

- At least one and preferably more senior shire bushfire control officers will be a member of the Incident Management Team to provide local knowledge and facilitate effective liaison with local firefighting resources.
- Shire bush firefighting resources, including appliances and volunteers, remain at the incident and assist in suppression activities as determined by the Incident Controller.

Reference: Bush Fires Act 1954 section 13(4)

BF5: Harvest Bans

The Chief Executive Officer is delegated the authority to impose harvest and vehicle movement bans.

Guideline

The Chief Executive Officer will exercise this delegation in consultation with the Chief Bush Fire Control Officer.

Reference: Local Government Act 1995 section 5.42
Bush Fire Regulations 1954 regulations 38A, 38C, 39A & 39B

BF6: Fire Breaks

The Chief Executive Officer is delegated the authority, in liaison with the Chief Bush Fire Control Officer, to resolve fire hazard problems, including where considered necessary, to forward letters demanding the construction of fire breaks and where not complied with, the issuing of contracts for the construction of the break at the land owner's expense.

Reference: Local Government Act 1995 section 5.42
Bush Fires Act 1954 sections 33 & 48

BF6: Infringements

The Chief Executive Officer is delegated the authority to issue infringement notices.

Guideline

The Chief Executive Officer will exercise this delegation in consultation with the Chief Bush Fire Control Officer.

Reference: Local Government Act 1995 section 9.16
Bush Fires Act 1954

7. FINANCE

F1: Outstanding Debtors

The Chief Executive Officer is delegated the authority to write off uncollectable, economically uncollectable or erroneously created debts, in the following manner:

1. Where a Sundry Debtor invoice has:
 - a. a value of less than two hundred and fifty dollars;
 - b. has been outstanding for at least 90 days; and
 - c. in the Chief Executive Officer's opinion, will not be economically practical to pursue payment of the account through the court system;the Chief Executive Officer may approve that the invoice be written off.
2. Where a Sundry Debtor invoice, less than two hundred and fifty dollars in value, has been raised in error, the Chief Executive Officer may approve that the invoice be written off.
3. Where Rates Debtor accounts have a balance less than ten dollars and, in the Chief Executive Officer's opinion, it will not be economically practical to pursue payment of the account through the court system, the Chief Executive Officer may approve that the amount be written off.
4. Where a Rates debtor amount, less than two hundred and fifty dollars, was raised in error, the Chief Executive Officer may approve that the amount be written off.

Reference: Local Government Act 1995 sections 5.42 & 6.12(c)

F2: Investment of Funds

The Chief Executive Officer is delegated the authority to invest surplus funds, Trust funds, Loan funds and Reserve funds after ensuring that sufficient working capital is to be retained, in accordance with Council Policy.

Guideline

The Chief Executive Officer will exercise this delegation in consultation with the Deputy Chief Executive Officer.

Reference: Local Government Act 1995 section 5.42, 6.14
Local Government (Financial Management) Regulations regulation 19
Shire of Cuballing Policy 2.8

F3: Payment of Accounts

The Chief Executive Officer is delegated authority to make payments from all Council bank accounts.

Guidelines

Each payment is to be authorised by two members of staff including:

1. one of the Chief Executive Officer, Deputy Chief Executive Officer or Manager Works & Services; and
2. one of either the Chief Executive Officer or Deputy Chief Executive Officer, Administration Officer, Rates Officer or Manager Works & Services.

Each payment from the Municipal Fund or the Trust Fund is to be noted on a list compiled for each month showing -

1. The payee's name;
2. The amount of the payment;
3. The date of the payment; and
4. Sufficient information to identify the transaction.

Reference: Local Government Act 1995 section 5.42
Local Government (Financial Management) Regulations 1996 regulation 12

On Delegation Deputy Chief Executive Officer

F6: Cost Recovery

The Chief Executive Officer is delegated to instigate proceedings to recover costs in Court.

Reference: Local Government Act 1995 section 5.42

F7: Assistance to Community Organisations and Events

The Chief Executive Officer is delegated to determine the level of in-kind assistance provided to community organisations and events.

Guidelines

This assistance may include the use of Shire plant and machinery or the use of employees.

Reference: Local Government Act 1995 section 5.42

F8: Rates

The Chief Executive Officer is delegated the performance of the following functions of the Council:

1. Compile the necessary rate records as specified in Sections 6.39(1) and 6.39(2) of the Local Government Act 1995 and reassess rates payable in accordance with Section 6.40;
2. The service of Notice of Valuation and rates referred to in Section 6.41 of the LGA 1996;
3. Determine the date that a rate or service charge becomes due and payable in accordance with Section 6.50 of the Local Government Act 1995;
4. The exercise of discretion in regard to granting of any extension of time for service of objections to the Rate Book 6.76(4) of the LGA 1996;

5. The recovery of rates and service charges pursuant to the provisions of Sections 6.54 to 6.62 of the Local Government Act 1995;
6. Entering into a written agreement in accordance with 6.49 of the LGA 1996 for the payment of rates and service charges;
7. Lodge caveats on land where the rates are in arrears and it is considered that the interests of the Council should be protected and the subsequent withdrawal of caveats once arrears of rates have been settled in accordance with 6.64(3) of the LGA 1996;
8. Allow or disallow in accordance with Section 6.76(5) any objection to the rate record lodged under Section 6.76(1) and to serve notice of the decision and a statement of reasons for the decision upon the person lodging the objection in accordance with Section 6.76(6); and
9. Extend the period of time for receipt of a notice under Section 6.77 and to refer notices received under Sections 6.77 and 6.78 to a Land Valuation Tribunal (Section 6.79).

Reference: Local Government Act 1995 section 5.42

F9: Insurance – Public Liability Claims

The Chief Executive Officer is delegated authority to consider claims against Council for property damage that does not exceed the insurance policy excess levels, and to accept or deny liability on behalf of Council.

Guidelines

In cases where liability is accepted, payment may only be made up to the value of Council's relevant insurance excess amount and then only upon receipt of a release form.

Reference: Local Government Act 1995 section 5.42

F10: Disposal of Impounded and Abandoned Vehicles

The Chief Executive Officer is delegated authority to sell impounded or abandoned vehicles with an estimated value less than \$10,000.

Guidelines

The sale of the vehicles impounded or abandoned vehicles will be conducted in the following manner:

Estimated Market Value	Method of Advertising	Action
\$1 - \$500	Notices seeking offers for purchases shall be displayed on the Shire of Cuballing's notice boards, Facebook and on the website.	Any vehicle not purchased will be disposed of at the Cuballing Transfer Station.
\$501 - \$5,000	Notices seeking offers for purchases shall be advertised with local public notice and displayed on the Shire of	Any vehicle not purchased will be disposed of at the Cuballing Transfer Station.

Estimated Market Value	Method of Advertising	Action
	Cuballing's notice boards, Facebook and on the website.	
\$5,001 +	Items shall be tendered as per the requirements of S3.58 of the Local Government Act 1995.	Any vehicle not purchased will be disposed of at the Cuballing Transfer Station.

All tenders/offers received shall be opened in accordance with approved tender opening procedures.

The Acceptance of tenders/offers by the Chief Executive Officer will be according to:

1. The highest tender/offer shall be accepted for any item.
2. Where two or more tenders/offers are received of equal value, the winning tender/offer shall be determined by a lottery.
3. If for any reason it is deemed necessary to vary from (a) or (b), then the matter must be referred to Council for its consideration.

Reference: Local Government Act 1995 section 5.42

8. STAFF

S1: Conferences, Seminars And Training Courses

The Chief Executive Officer is delegated authority to approve the attendance by council staff at conferences, seminars and training courses where attendance will enhance the professional development of the officer, provide benefits to Council and is relevant to the duties and responsibilities of the officer.

Guidelines

This delegation is subject to sufficient provision having been made in Council's budget for any expenses to be incurred.

On Delegation

Manager Works & Services, Deputy Chief Executive Officer for conferences, seminars and training courses that are to be attended by staff under their responsibility that does not require Council incurring accommodation expenses.

S2: Appointment of Staff

The appointment and termination of staff can only be confirmed by:

<u>Position</u>	<u>Office</u>
Chief Executive Officer	Council
Deputy Chief Executive Officer	Chief Executive Officer on recommendation to Council
Manager Works & Services	Chief Executive Officer on recommendation to Council
Building Surveyor	Chief Executive Officer
Environmental Health Officer	Chief Executive Officer
Principal Environmental Health Officer/Building Surveyor	Chief Executive Officer
Administration Staff	Chief Executive Officer

Works Staff

Chief Executive Officer

Guidelines

All appointments and terminations will be advised to Council at the first opportunity.

S3: Authorisation to Appoint Acting Chief Executive Officer

The Chief Executive Officer is delegated the authority to appoint either the Deputy Chief Executive Officer or the Manager Works and Services to be Acting Chief Executive Officer during the absence of the Chief Executive Officer.

Objective: To expedite the Council appointment process for an Acting Chief Executive Officer.

Guidelines

1. In the event that the Chief Executive Officer cannot delegate the appointment of the Acting Chief Executive Officer position, Council will authorise the appointment.
2. Any appointment by the Chief Executive Officer of an Acting Chief Executive Officer cannot be for a period greater than four weeks.
3. Council is to be provided with prior notice when possible or notice as soon as practicable after any appointment is made.

Reference: Local Government Act 1995 section 5.42(1)

9.2.2 Freedom of Information (FOI) Statement

Applicant:	N/A
File Ref. No:	ADM039
Disclosure of Interest:	Nil
Date:	3 rd June 2020
Author:	Gary Sherry
Attachments:	9.2.2A Draft Freedom of Information Statement

Summary

Council is to consider a revised Freedom of Information Statement.

Background

Under the requirements of the Freedom of Information Act 1992 the Shire of Cuballing adopted a Freedom of Information (FOI) Information Statement at their June 2019 Ordinary Meeting.

Local Governments are required to have an information statement made available for inspection or purchase by members of the public. Some agencies have elected to publish their information statement electronically on their website. Others have elected to have both a hard copy and a copy available on their website. Another option is to have hard copy version incorporated in the agency's annual report.

Whichever manner the agency chooses to publish its information statement in, it is required to provide a copy to the Information Commissioner.

Information statements are an important part of FOI legislation. They assist members of the public to exercise their rights under the FOI Act, by describing the information and records available, together with a summary of the responsibilities and functions carried out by each agency.

The provisions in the FOI Act concerning information statements require that subsequent republishing of the information statement occurs at intervals of not more than 12 months.

Comment

An updated draft Information Statement has been prepared and is included at Attachment 9.2.2A. In previous years the preparation of the Information Statement has been completed with the assistance of the Office of the Information Commissioner

It is a requirement of the Freedom of Information Act 1992 that an up-to-date Information Statement be published at least every 12 months.

A final, adopted Information Statement will be available on the Council website and from the Shire Administration Office

Strategic Implications

Shire of Cuballing Strategic Community Plan 2019

GOVERNANCE & ORGANISATION - Our Council, Services, Policies and Engagement.

- An independent Council that is supported by an excellent organisation.
- Governance structures that ensure accountable, transparent and ethical decision making.

	Strategy	Outcome
4.2	Maintain a clear, transparent and ethical decision making process.	Openness and transparency in Council decisions.
4.3	Ensure open and consistent communication between the Shire and the community.	The community is aware of Council decisions and activities.

Statutory Environment

Freedom of Information Act 1992

Part 5 — Publication of information about agencies

94. Term used: information statement

96. Information statement, each agency to publish annually

97. Information statement and internal manual, each agency to make available etc.

Policy Implications – Nil

Financial Implications – Nil

Economic Implications – Nil

Social Implications – Nil

Environmental Considerations – Nil

Consultation – Nil

Options

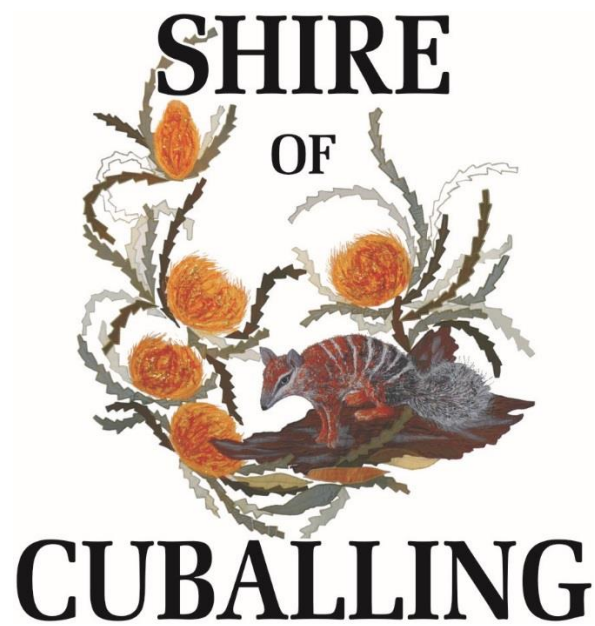
Council may resolve:

1. the Officer's Recommendation; or
2. to adopt a slightly amended draft Information Statement; or
3. to complete a substantially different Information Statement for review by Council at a later time.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That Council adopt the Draft Information Statement included at Attachment 9.2.2A.



FREEDOM OF INFORMATION STATEMENT 2019

This Information Statement is published by the Council in accordance with the requirements of Section 96 of the Freedom of Information Act 1992 (Western Australia).

The Council is pleased to comply with the legislation and welcomes enquiries.

An updated Information Statement will be published at least every 12 months.

Date of Adoption:

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1. MISSION STATEMENT

The Shire of Cuballing operates in a relatively stable environment in which the expectations and requirements of the community and government, as well as environmental and economic factors impact on its activities and overall performance.

Council is committed to improve the quality of life of the residents of the Shire of Cuballing through services based on the principles of quality, equity, value and responsiveness and to ensure operations of the Shire are conducted in a cost efficient and effective manner as not to unfairly impose upon its ratepayers and residents.

The objectives of Council is to ensure that the Shire of Cuballing is a progressive, diverse and caring community, with access to modern services and infrastructure, in a unique part of the world.

By these means, the community confidence in the Shire as an efficient provider of services and an effective manager of its resources will be gained.

2. DETAILS OF LEGISLATION ADMINISTERED

Including, yet not limited to:

- Local Government Act 1995;
- Freedom of Information Act 1992;
- Dog Act 1976;
- Planning and Development Act 2005; and
- all other legislation relevant to Local Government functions

3. COUNCIL STRUCTURE

The Shire of Cuballing consists of seven (6) Councillors including the Shire President.

Local Government Elections are held in October of every second year. Councillors are elected for a four year term with three members retiring at each election. Extraordinary elections are held to fill any vacancies which may have occurred during the year.

The President of the Council is elected by the Councillors at the first meeting following each ordinary election.

Council is the decision making body of all policy matters. The Chief Executive Officer reports to Council and the present Shire organisational structure is shown in Figure 1 (attached).

4. DETAIL OF DECISION MAKING PROCESS

Ordinary meetings of full Council are generally held on the third Thursday of each month with exception that no meeting is held in January.

Council Meetings normally commence 3:00pm and the date and time of the meeting are advertised locally. Members of the public are welcome to attend and Public Question Time is an early item of business.

The main business of the meeting is to consider and make resolutions.

Correspondence and applications on any matters to be considered by Council must be received at the Council office at least two weeks prior to the week of the Council meeting if

they are to be guaranteed of being dealt with at this meeting.

4.1 Minutes

Minutes of Full Council are placed on display in Council's Library and on the Shire of Cuballing website within 10 days after Ordinary Council Meeting.

5 SHIRE OF CUBALLING SHIRE COUNCILORS

Councillor M (Mark) Conley	President	Term expires October 2021
Councillor E (Eliza) Dowling	Deputy President	Term expires October 2021
Councillor S (Scott) Ballantyne		Term expires October 2021
Councillor D (Dawson) Bradford		Term expires October 2023
Councillor R (Robert) Harris		Term expires October 2023
Councillor D (Deb) Hopper		Term expires October 2023

Council has appointed the following as members of Committees of Council and as delegates of Council to the respective committee or organisation as included in the following table:

No	Committee/Service	Delegate	Proxy
1	Audit Committee	All Councillors	N/A
2	Cemeteries Advisory Committee	Cr Dowling	Cr Hopper
3	Bush Fire Advisory Committee	Cr Harris	Cr Bradford
4	Dryandra Regional Equestrian Park Management Committee	Cr Conley	Cr Ballantyne
5	Dryandra Voluntary Regional Organisation of Councils (DVROC)	Cr Conley	Cr Dowling CEO
6	Education (School Awards, etc)	Cr Hopper	Cr Bradford
7	Cuballing Wickpin Local Emergency Management Committee	Cr Conley	Cr Ballantyne
8	Popanyinning Progress Association	Cr Hopper	Cr Dowling
9	Wheatbelt South Regional Road Group	Cr Ballantyne	Cr Harris
10	Great Southern Regional Waste Alliance	Cr Conley	Cr Hopper
11	Dryandra Country Visitors Centre	Cr Bradford	Cr Ballantyne Deputy CEO
12	Central Country Zone of WALGA	Cr Conley Cr Dowling	Cr Hopper CEO
13	Development Assessment Panel	Cr Conley Cr Dowling	Cr Ballantyne Cr Bradford
14	Plant Management Review Group	Cr Bradford Cr Harris	
15	Wheatbelt South Aged Housing Alliance	Cr Dowling	Cr Conley
16	Cuballing Volunteer Action Group	Cr Ballantyne	Cr Harris

6 DELEGATIONS

The Chief Executive Officer has the delegated authority from Council to make decisions on a number of specified administrative and policy matters. These delegations are listed in Council's Delegation Register and are reviewed by Council annually. The Chief Executive Officer has the power under the Local Government Act 1995 to sub-delegate these Authorities.

In keeping with the legislative requirements:

- to determine policies to be applied by the Council in exercising its discretionary powers;
- to determine the type, range and scope of projects to be undertaken by the Council; and
- to develop comprehensive management plans, budgets, financial controls and performance objectives and indicators for the operations of the Council

The Council makes decisions which direct and/or determine its activities and functions. Such decisions include the approval of works and services to be undertaken, and the allocation of resources to works and services.

Decisions are also made to determine whether or not approvals are to be granted for applications from residents for various forms of development.

7 SERVICES FOR THE COMMUNITY

Full Council makes decisions on policy issues relating to services that are provided for members of the public.

These services currently include, but one not limited to:

Roads/Footpaths/Kerbing	Stormwater Drainage
Traffic Control Devices	Street Lighting Waste Disposal
Street Tree Planting	Refuse Collection Control
Public Toilets	Public Library
Aged Persons Accommodation	Parks and Reserves
Dog /Cat Control	Planning Controls
Environmental Health Matters	Pest Controls
Town Planning	Occupational Health and Safety
Community Information	Noxious Weed Controls
Building Control	Citizenship Ceremonies

8 PUBLIC PARTICIPATION

8.1 Council Meetings

Members of the public have a number of opportunities to put forward their views on particular issues before Council.

These are:

1. Deputations - With the permission of the Presiding Officer or President, a member of the public can address a Committee or Council personally or on behalf of a group of residents for a period of time determined by the Committee and/or Council on any issue relevant to Council;
2. Presentation to Council with prior notification, approval and arrangement with Council, a member of the public can address Council on any issue relevant to Council;
3. Petitions - Written petitions can be addressed to the Council on any issue within the Council's jurisdiction;
4. Written Requests - A member of the public can write to the Council on any Council policy, activity or service; and
5. Elected Members - Member of the Public can contact their Elected Members of Council, to discuss any issue relevant to Council

8.2 Community Consultation

The Council consults with local residents on particular issues that affect their neighbourhood as per the following examples:

1. Electors are invited to attend the annual general meeting of electors to discuss any specific issues over a large range of topics. All residents may attend, but only electors on the Council Electoral roll, are eligible to vote
2. Working Party/Sub-Committee - Local residents are invited to work with Members of Council and staff, to develop strategies to address various matters as they may arise.

9 ACCESS TO DOCUMENTS

9.1 Documents Available for Inspection

The following documents are available for public inspection at the Council Office or on the Shire of Cuballing website free of charge.

Members of the public may purchase printed copies of these documents and the charges are shown below:

Document	Fee
Council Agenda	at the set photocopying rate
Council Minutes	at the set photocopying rate
Policy Manual	at the set photocopying rate
Council Budget	at the set photocopying rate
Council Annual Financial Statements	at the set photocopying rate
Council Local Laws	at the set photocopying rate
Community Strategic Plan	at the set photocopying rate
Corporate Business Plan	at the set photocopying rate
Long Term Financial Plan	at the set photocopying rate
Workforce Plan	at the set photocopying rate
Asset Management Plans	at the set photocopying rate
Rates Assessment Book	\$50
Delegation Register	at the set photocopying rate
Building Plans	at the set photocopying rate
Council Town Planning Scheme No. 2	\$33
Consolidated Roll	\$10
Owner & Occupier Roll	\$10

10 OTHER INFORMATION REQUESTS

10.1 FOI Operations:

It is the aim of the agency to make information available promptly and at the least possible cost, and whenever possible documents will be provided outside the FOI process.

If information is not routinely available, *the Freedom of Information Act 1992* provides the right to apply for documents held by the agency and to enable the public to ensure that personal information in the document is accurate, complete, up to date and not misleading.

10.2 Freedom of Information Applications:

Access applications have to:

- be in writing,
- give enough information so that the documentation requested can be identified;
- give an Australian address to which notices can be sent; and
- be lodged at the agency with any application fee payable.

Applications and enquiries should be addressed to the Freedom of Information Coordinator:

Postal Address:

Shire of Shire of Cuballing
PO Box 13
CUBALLING WA 6311

In Person:

Shire of Cuballing Administration Building
22 Campbell Street
CUBALLING WA 6311

An application will be acknowledged in writing and the applicant will be notified of the decision within 45 (calendar) days.

10.3 Freedom of Information Charges

A scale of fees and charges are set under the Freedom of Information Regulations 1993. Apart from the application fee for non – personal information all charges are discretionary. The charges are as follows:

- | | | |
|----|-------------------------------------------------------------------------------------------------------------------|-------------|
| 1. | <u>Type of Fee</u> | |
| | Personal information about the applicant | No Fee |
| | Application fee (for non-personal information) | \$30 |
| 2. | <u>Type of Charge</u> | |
| | Charge for time dealing with application (per hour, or pro rata) time supervised by staff (per hour, or pro rata) | \$30 |
| | Photocopying staff time (per hour, or pro rata) | \$30 |
| | Per photocopy (Black & White) | 0.33 |
| | Transcribing from tape, film or computer (per hour, or pro rata) | \$30 |
| | Duplicating a tape, film or computer information | Actual Cost |
| | Delivery, packaging and postage | Actual Cost |
| 3. | <u>Deposits</u> | |
| | Advance deposit may be required of the estimated charges | 25% |
| | Further advance deposit may be required to meet the charges for dealing with the application. | 75% |

For financially disadvantaged applicants or those issued with prescribed pensioner concession cards, the Charge is reduced by 25%.

11 ACCESS ARRANGEMENTS

Access to documents can be granted by way of inspection of a document, a copy of a computer disk or USB drive.

12 NOTICE OF DECISION

As soon as possible, but in any case within 45 days, the applicant will be provided with a notice of decision which will include details such as –

- the date the decision was made;
- the name and designation of the officer who made the decision;
- if the document is an exempt document the reasons for classifying the matter exempt or the fact that access is given to an edited document;
- information on the right to review and the procedures to be followed to exercise those rights.

13 REFUSAL OF ACCESS

Applicants who are dissatisfied with a decision of the agency are entitled to ask for an internal review by the agency. Applications should be made in writing within 30 days of receiving the notice of decision.

Applicants will be notified of the outcome of the review within 15 days.

If the applicant disagrees with the result the applicant can apply to the Information Commissioner for an external review, and details would be advised to applicants when the internal review is issued.

14 ATTACHMENTS

Attachment 1 - Application for Access to Documents

Figure 1 – Shire of Cuballing Organisational Structure at 31st December 2016

Attachment 1 - Application for Access to Documents

SHIRE OF CUBALLING

PO Box 13 Cuballing WA 6311

Phone: 08 9883 6031

Email: enquiries@cuballing.wa.gov.au

APPLICATION FOR ACCESS TO DOCUMENTS
(Under Freedom of Information Act 1992, S.12)

Details of Applicant:

Given Names:

Australian Postal Address:

Postcode:

Phone:

Mobile:

If application is on behalf of an organisation:

Name of Organisation/Business:

Details of Request: (please tick)

☐

Personal documents

☐

Non-personal documents

I am applying for access to document(s) concerning:

Form of Access (please tick appropriate box)

I wish to inspect the document(s)

☐

Yes

☐

No

I require a copy of the document(s)

☐

Yes

☐

No

I require access to another form

☐

Yes

☐

No

(Specify)

Fees and Charges:

Attached is a cheque/cash to the amount of \$_____ to cover the application fee.

I understand that before I obtain access to documents I may be required to pay processing charges in respect of this application and that I will be supplied with a statement of charges if appropriate.

Applicants Signature:

Date

NOTES

Freedom of Information Applications

- Please provide sufficient information to enable the correct document(s) to be identified.
- The Shire of Cuballing may request proof of your identity.
- If you are seeking access to a document(s) on behalf of another person, the agency will require authorisation, usually in writing.
- Your application will be dealt with as soon as practicable (and, in any case, within 45 days) after it is received.
- Further information can be obtained from the Office of the Information Commissioner. The Freedom of Information Act is available for purchase from the State Government Bookshop, 815 Hay Street, Perth (Telephone: 9222 8216)

Forms of Access

You can request access to documents by way of inspection, a copy of a document, a copy of an audio or video tape, a computer disk, a transcript of a recorded document or of works recorded in shorthand or encoded form, or a written document in the cost of a document from which words can be reproduced in written form.

Where the agency is unable to grant access in the form requested, access may be given in a different form.

Lodgement of Applications

Applications may be lodged by post or in person at:-

Shire of Cuballing
PO Box 13
CUBALLING WA 6390

(Office Use Only)

FOI Reference Number:

Received on: _____ Deadline for response _____

Acknowledgement sent on: _____

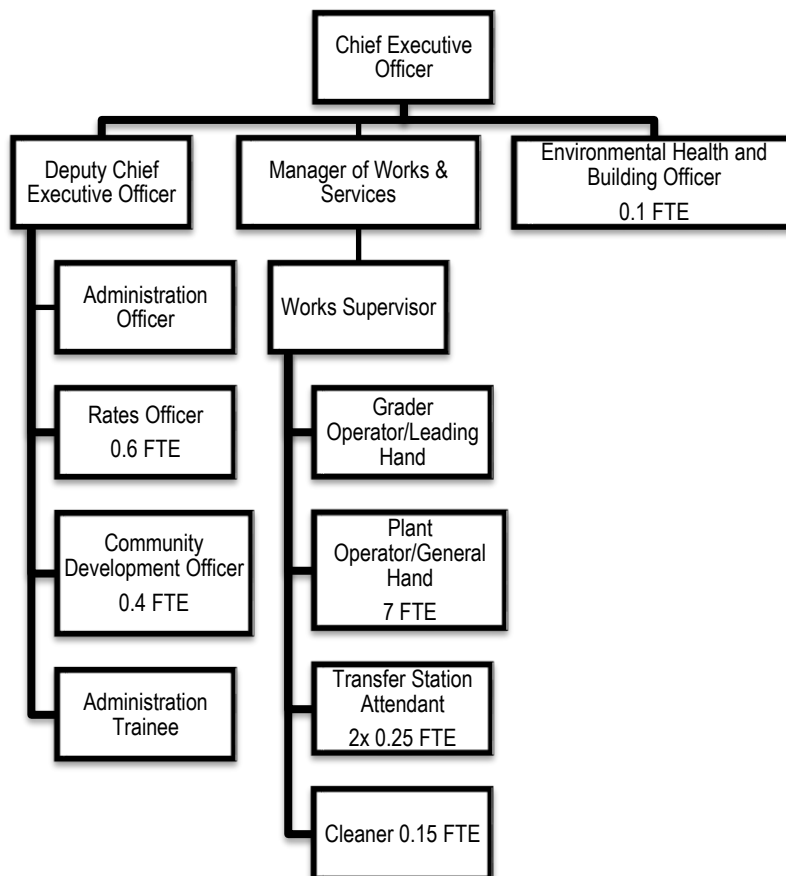
Proof of Identity (if applicable)

Type _____ Sighted _____

Figure 1 – Shire of Cuballing Organisational Structure at 31st May 2020

Organisation Structure

The Shire manages its responsibilities and services through the organisational structure illustrated below:



9.2.3	Report of Review of the Shire of Cuballing Local Planning Scheme No. 2
-------	------------------------------------------------------------------------

Applicant:	N/A
File Ref. No:	ADM341
Disclosure of Interest:	Nil
Date:	3 rd June 2020
Author:	Gary Sherry
	9.2.3A Extract from <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>
Attachments:	9.2.3B Report of Review of Shire of Cuballing Local Planning Scheme No.2

Summary

Council to consider a Report of Review of the Shire of Cuballing Local Planning Scheme No. 2.

Background

The Planning and Development (Local Planning Schemes) Regulations 2015 (to be called the 'Regulations') requires that every five years following publication of a Scheme in the Government Gazette, the local government is to prepare a report on the operation of the Scheme to the Western Australian Planning Commission (WAPC). An extract of the Regulations is outlined in Attachment 9.2.3A.

The Regulations require that the Report of Review must include a recommendation as to whether the Scheme:

1. is satisfactory in its existing form;
2. should be amended; or
3. should be repealed and a new scheme prepared in its place.

A Report of Review of the Shire of Cuballing Local Planning Scheme No. 2 (LPS2) and the associated Shire of Cuballing Local Planning Strategy has been undertaken and is outlined in Attachment 9.2.3B.

Comment

The Report of Review concludes that LPS2 is overall functioning well. It is considered that a Scheme amendment is warranted to update LPS2:

- To address some local land use and development issues that have arisen since the Scheme was first gazetted and since recent amendments. This includes adding the use of 'brewery', reviewing the permissibility of some uses in the Zoning Table and deleting clause 4.11.2 to reflect WAPC policy and the Local Planning Strategy on rural subdivision;
- To correct identified minor administrative errors and anomalies;
- So that the Scheme Maps reflect changes to, or anomalies with, cadastral boundaries resulting from zoning, subdivision and/or development and to reflect Model Zone names e.g. General Agriculture to Rural; and
- So that the Scheme Maps reflect changes to the boundaries, classification and use of various Crown reserves, including to comply with model provisions including Model Reserve names.

The Local Planning Strategy is up to date and no review is required at this time.

Following the Council's decision, the WAPC will review the recommendations in the Report of Review and will decide whether it agrees or disagrees with the recommendations. Following the WAPC's decision, the Shire will be notified.

Strategic Implications

Shire of Cuballing Community Strategic Plan 2017-2027

ECONOMY - Our Economy, Infrastructure, Systems and Services.

Goals

- Community infrastructure and services delivered in a timely manner, are well utilised, effective and meet the expectations of the community.
- Transport systems that are functional, efficient, economical and safe, coupled with continuous improvement to meet the safety and amenity needs of the community.
- Managing community assets in a whole of life and economically sustainable manner.
- Promoting sustainable and diverse economic development opportunities that make the Shire of Cuballing an attractive place to live, work and visit.

	Strategy	Outcome
3.6	Facilitate and guide high quality and efficient building and development across the Shire.	A community with high quality and efficient buildings and development.
3.7	Advocate and plan for local economic development in a sustainable manner.	A growing community supported by improved job opportunities and diversity in our industries, businesses and housing.

Statutory Environment

Planning and Development Act 2005 and *Planning and Development (Local Planning Schemes) Regulations 2015*. An extract of the Regulations is outlined in Attachment 9.2.2A.

Policy Implications – Nil

Financial Implications

Nil at this stage. Subject to the WAPC's decision, there will be future costs in amending LPS2.

Economic Implication – Nil

Social Implication – Nil

Environmental Considerations – Nil

Consultation

Nil at this stage. The Local Planning Strategy in 2018 was subject to extensive consultation. Should the WAPC agree that an amendment is required to LPS2, this will be subject to community and stakeholder consultation.

Options

Council may resolve the Officer's Recommendation. The Council has other options including supporting the preparation of a new Local Planning Scheme. The final decision will be made by the WAPC.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That Council:

- 1. receives the *Report of Review of Shire of Cuballing Local Planning Scheme No.2* included at Attachment 9.2.1B; and**
- 2. pursuant to Regulation 66(3) of the Planning and Development (Local Planning Schemes) Regulations 2015, recommends to the Western Australian Planning Commission that the:**
 - a. Shire of Cuballing Local Planning Scheme No.2 should be amended to comply with the planning legislation to address matters such as Model Scheme Zone and Reserve names; and**
 - b. Shire of Cuballing Local Planning Strategy is satisfactory in its existing form.**

Planning and Development (Local Planning Schemes) Regulations 2015

Review and consolidation of local planning schemes

Part 6

Review of local planning scheme

Division 1**r. 65****Part 6 — Review and consolidation of local planning schemes****Division 1 — Review of local planning scheme****65. Review of local planning scheme**

- (1) A local government must carry out a review of each local planning scheme prepared by the local government —
 - (a) in the 5th year after the scheme is published in the *Gazette* under section 87(3) of the Act; and
 - (b) in the 5th year after the completion of each review carried out under this Division.
- (2) Subregulation (1) applies to a local planning scheme that was published in the *Gazette* more than 5 years before the commencement of this regulation as if it were published in the *Gazette* on the day that is 3 years before the day on which this regulation comes into operation.
- (3) The review must consider whether the local planning scheme is up-to-date and complies with these regulations.
- (4) The review may be undertaken in conjunction with the preparation of a consolidation of a scheme under Part 5 Division 5 of the Act.

66. Report of review

- (1) The local government must, no later than 6 months after the requirement to carry out the review of a local planning scheme arises under regulation 65, or such longer period as the Commission allows —
 - (a) prepare a report of the review; and
 - (b) approve the report by resolution; and
 - (c) provide the approved report to the Commission.

Planning and Development (Local Planning Schemes) Regulations 2015**Part 6** Review and consolidation of local planning schemes**Division 1** Review of local planning scheme**r. 66**

- (2) The report must be prepared in the manner and form approved by the Commission and must include the following information —
- (a) the date on which the local planning scheme was published in the *Gazette* in accordance with section 87(3) of the Act;
 - (b) the date on which each amendment made to the scheme was published in the *Gazette* in accordance with section 87(3) of the Act;
 - (c) the date on which the scheme was last consolidated under Part 5 Division 5 of the Act;
 - (d) an overview of the subdivision and development activity, lot take-up and population changes in the scheme area since the later of —
 - (i) the date on which the scheme was published in the *Gazette* in accordance with section 87(3) of the Act; and
 - (ii) the date on which the scheme was last reviewed;
 - (e) an overview of the extent to which the scheme has been amended to comply with the requirements of any relevant legislation, region planning scheme or State planning policy.
- (3) The report must make recommendations as to —
- (a) whether the scheme —
 - (i) is satisfactory in its existing form; or
 - (ii) should be amended; or
 - (iii) should be repealed and a new scheme prepared in its place;
 and
 - (b) whether the local planning strategy for the scheme —
 - (i) is satisfactory in its existing form; or
 - (ii) should be reviewed; or

Planning and Development (Local Planning Schemes) Regulations 2015

Review and consolidation of local planning schemes

Part 6

Consolidation of local planning schemes

Division 2**r. 67**

- (iii) should be repealed and a new strategy prepared in its place.

67. Decision of Commission

- (1) Within 90 days of receiving a report of a review of a local planning scheme, or such longer period as the Minister or an authorised person allows, the Commission must consider the report and —
 - (a) decide whether the Commission agrees or disagrees with the recommendations in the report; and
 - (b) notify the local government which prepared the report of the Commission's decision.
- (2) After receiving notification of the Commission's decision on a report of a review of a local planning scheme the local government must —
 - (a) publish the report and notice of the Commission's decision on the website of the local government or in any other manner approved by the Commission; and
 - (b) make the report and notice of the Commission's decision available for inspection at the office of the local government.

Division 2 — Consolidation of local planning schemes**68. Consolidation of local planning schemes**

- (1) Part 4, to the extent applicable, applies in respect of the preparation of a consolidation of a local planning scheme under Part 5 Division 5 of the Act.
- (2) A local government may not, under regulation 21(1)(c) or regulation 25(3)(c), make a resolution not to proceed with the consolidation of a local planning scheme.



Planning and Development (Local Planning Schemes) Regulations 2015
Part 6, Division 1 (r.65 & 66)

Report of Review of Shire of Cuballing Local Planning Scheme No.2

Prepared by Edge Planning & Property for the Shire of Cuballing

www.edgeplanning.com.au

June 2020

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REPORT OF REVIEW OF SHIRE OF CUBALLING LOCAL PLANNING SCHEME No.2

1.0 BACKGROUND AND PURPOSE

This report has been prepared to satisfy the requirements under Regulations 65 and 66 of the *Planning and Development (Local Planning Schemes) Regulations 2015* (the 'Regulations'), for the Shire of Cuballing to carry out a review of the *Shire of Cuballing Local Planning Scheme No.2* (LPS2) and prepare a Report of Review.

This Report of Review is the result of the Regulations which requires that, in each 5th year following the date a Scheme was last published in the Government Gazette, the local government shall prepare a review by way of a report to the Western Australian Planning Commission (WAPC) on the operation of the Scheme.

The Shire of Cuballing covers an area of approximately 1250 square kilometres and is in the Wheatbelt region. The Cuballing townsite is located 192 kilometres south-east of Perth.

The district is predominantly an agricultural area. The district's main townsites are Cuballing and Popanyinning with the smaller settlement of Yornaning.

The Dryandra Woodland is a key environmental and recreational asset in the western portion of the district, while the Hotham River flows through the district.

2.0 SCHEME AND STRATEGY DETAILS

2.1 Local Planning Scheme No. 2

Land use and development within the Shire of Cuballing are governed by LPS2 which covers the whole district.

LPS2 was gazetted on 20 May 2005. There have been four amendments to LPS2 as outlined in **Appendix 1 – Scheme Amendments**. This includes a recent Amendment No. 4 (2019) which updated the Scheme in accordance with the deemed and model provisions contained in the Regulations.

LPS2 consists of:

- A 'Preliminary' section that defines the scope, content and objectives of the Scheme;
- Sections dealing with land zoned and land reserved in the district;
- A Zoning Table, which identifies which land uses may or may not be considered in different zones;
- General development requirements; and
- Specific areas with specific standards.

The format of the LPS2 text generally aligns with the State's Model Scheme. There are however some minor discrepancies in the text and maps including zone and reserve names.

2.2 Local Planning Strategy 2019

The district is covered by the *Shire of Cuballing Local Planning Strategy* (the 'Strategy') which was endorsed by the WAPC on 27 June 2019. The Strategy review was in part informed by the *Cuballing/Popanyinning Bushfire Hazard Level Assessment*.

One of the key objectives of the Strategy, for managing population growth, is to implement subdivision/development which is consistent with the settlement hierarchy. Accordingly, the Strategy focuses residential, rural residential and rural smallholdings subdivision/development within and near the Cuballing and Popanyinning townsites.

3.0 SUBDIVISION AND LOT ACTIVITY

Table 1 below shows total preliminary (conditional) subdivision approvals for green title lots and final subdivision approvals (lots created) since LPS2 was gazetted in 2005. Since this time, a total of 48 lots have been given preliminary approval and 44 lots were granted final approval. It is noted these figures include original lots and lot boundary realignments.

TABLE 1 - SUBDIVISION AND LOT ACTIVITY BY ZONE SINCE 2005							
	Residential Lots	Rural Living Lots	Industrial Lots	Commercial lots	Rural Lots*	Other Lots	Total Lots
Preliminary subdivision approval	0	8	0	0	40	0	48
Final subdivision approval	3	2	0	0	36	3	44

*Includes rural lot boundary realignments

Most of the population growth and development since 2005 has come from 'historically' created lots. There have been limited new subdivisions created in recent years.

A significant proportion of future development could be accommodated within the Cuballing and Popanyinning townsites, which contain:

- 158 undeveloped lots; and
- Enough land zoned for residential purposes and capable of further subdivision to create as many as 170 additional lots.

However, the prevailing pattern and style of development indicates the townsites are unlikely to be subdivided and developed to their full potential. For this reason, the endorsed Strategy 2019 sets out that most of the additional lots/dwellings will need to be in new development areas around the Cuballing and Popanyinning townsites.

Additional lots and dwellings will be required to facilitate aspirational and Council anticipated population growth. Most new population growth will be in the Cuballing and Popanyinning townsites on vacant existing lots, through infill development and in investigation areas identified in the Local Planning Strategy.

The regional economic development framework and the Council's Strategic Community Plan support the provision of additional appropriately located rural living land in part to cater for the growing equine sector.

Under the most optimistic population forecast set out in *WA Tomorrow 2015*, an additional 10 dwellings would be needed. However, under the aspirational growth target set out in the Wheatbelt Development Commission's *Greater Narrogin Region Growing Our Community: An Economic Development and Implementation Strategy*, as many as 160 additional dwellings may need to be provided in the period to 2026. This is based on:

- Projected population increases of 17 to 296 additional residents;
- An average household size of 2.2 people; and
- A dwelling occupancy rate of 83.3 per cent.

The 'development footprint' set out in the Strategy identifies enough land suitable for residential and rural living development (rural residential and rural smallholding). In doing so, it needs to be recognised that:

- Not all landowners will want to subdivide or develop their land immediately or will have the resources to do so;
- Once created, not all lots will be developed for housing immediately;
- A certain percentage of dwellings will remain vacant;
- Some of the land identified as suitable for residential or rural living development is affected by some form of constraint which will need to be addressed prior to its development, making any development of the land a longer-term proposition; and
- Changes in Government policy may affect the rate of population growth.

For these reasons, the endorsed Strategy 2019 has identified a supply of land (with an appropriate land supply 'buffer') capable of accommodating the residential and rural lifestyle development required during the lifespan of the Strategy.

4.0 DEVELOPMENT ACTIVITY

The amount of new development has varied in the district between 2005 to the present. This, in part, is reflective of the broader Western Australian economy. While noting this, development investment continues and is reflective in on-the-ground construction and overall population growth.

Table 2 below outlines building commencements in each year since the Scheme was gazetted.

TABLE 2 - BUILDING COMMENCEMENTS					
Year	No. building commencements	Nature of developments			
		<i>DWELLINGS</i>	<i>OUTBUILDINGS</i>	<i>COMMERCIAL/ INDUSTRIAL</i>	<i>OTHER (Pools, Extensions etc)</i>
2005	33	11	13	1	8
2006	41	12	15	0	14
2007	55	10	28	0	17
2008	54	12	24	0	18
2009	39	8	19	1	11
2010	32	6	19	1	6
2011	24	2	10	0	12
2012	26	8	14	0	4
2013	34	6	15	1	12
2014	37	8	21	3	5
2015	34	3	23	3	5
2016	40	4	24	7	5
2017	29	4	21	1	3
2018	32	1	21	6	4
2019	22	4	11	0	7
2020 (to March)	3	2	1		
TOTAL	535	101	279	24	131

The Mid-West Wheatbelt Development Assessment Panel (DAP) has not assessed any development applications in the Shire of Cuballing since the introduction of DAPs in 2011.

When LPS2 was being prepared through to its approval in 2005, some of the key issues identified which were addressed in the Scheme were to:

- Allow for more flexible land use;
- Provide for economic development/employment opportunities; and
- Provide for an increase in population through strategic options e.g. rural residential blocks and a greater range of residential lots.

The above key issues are still of relevance. Additionally, some of the current key development considerations include:

- There are opportunities for urban consolidation (that is, increased residential density) in residential areas, the re-subdivision of some rural residential areas along with the development of 'greenfield' sites where land suitability, land capability and servicing requirements are appropriately addressed;
- Rural living areas in the district contain 'historic' lots created for rural residential and rural smallholding purposes, generally located near the Cuballing and Popanyinning townsites. LPS2 contains a Rural Residential Zone but no Rural Smallholding Zone;
- There is a need to encourage further growth within the existing townsites to maximise the use of the existing facilities and limit the potential infrastructure costs that would be placed on the Shire;
- Attracting growth to the Cuballing and Popanyinning townsites will require maintaining elements of the existing townsite character, improving services and infrastructure, and achieving a high level of residential amenity, including protection from non-compatible land uses;
- The development of rural living areas needs to be properly planned and provided for;
- The introduction of a Rural Smallholding Zone and associated implementation can assist to provide population growth and economic development in the district; and
- The Cuballing and Popanyinning townsites do not have an industrial estate.

5.0 POPULATION CHANGE

The district's resident population was 863 in 2016 and has grown 22 per cent in the last decade. The district's estimated current population is around 900. It is noted that:

- children aged 0 to 14 constitute approximately 20 per cent of the district's population which is slightly above the WA average;
- approximately 16 per cent of the district's population is aged 65 years old or over which is slightly above the WA average; and
- the median age of 44 is higher than the WA average of 36.

The WAPC's population forecasts for the district, to the year 2031, range from 420 to 1165. Regarding the Shire's 2016 population, this represents population change somewhere between a decline of 443

residents and growth of 302 residents. The median population forecast is for 770 residents, which represents a population decrease of about 66 residents.

In addition to population forecasts, *Western Australia Tomorrow* contains household size forecasts. These indicate that household sizes in the Shire of Cuballing are likely to grow - slightly - from approximately 2.2 people per dwelling, to approximately 2.59 to 2.63 people per dwelling in 2026.

The Wheatbelt Development Commission's economic development strategy for the Greater Narrogin Region (which includes Cuballing) aims to achieve population growth of 3 per cent per annum across the Greater Narrogin Region. At this rate of growth, the Shire's population would grow to 1,159 in 2026. By using these targets, the Local Planning Strategy has identified an adequate supply of land capable of accommodating the residential and rural residential development that is required during the lifespan of the strategy

The Shire does not consider it likely that the district's population will decline, given the area's proximity to Perth and Narrogin, the district's natural and cultural assets, its growing equestrian activities and the relative affordability of the district.

Some of the key population issues in the district include:

- Cuballing is the major population centre in the district. Approximately half of the district's population live within the Cuballing and Popanyinning townsites;
- The district's population has rapidly expanded over the past decade and is likely to grow steadily;
- The district differs from many Wheatbelt local government areas as its population has grown considerably in the last decade;
- The average household size is likely to decline in the period to 2031, requiring the provision of additional dwellings to house the growing population;
- To accommodate the district's growing population and to facilitate economic development, a range of lot sizes will be required including residential, rural residential and rural smallholding; and
- A need to ensure the Shire can service and support its ageing population through housing diversity and medical services, including aged care and accommodation into the future.

Based on the population forecast, and the assessments undertaken for the preparation of the Strategy 2019, it is anticipated that there will be:

- A requirement to provide rural living (rural residential and rural smallholding) lots to accommodate the expected population. This will require a separate scheme amendment/s prepared by the landowner/proponent;
- Sufficient residential zoned lots available to accommodate the expected population;
- Expected shortages in industrial land (to be addressed via a separate scheme amendment if there is landowner/proponent support); and
- Sufficient commercial land for the population (noting the flexibility of the Rural Townsite zone).

6.0 COMMENT

6.1 Local Planning Scheme No. 2

The Scheme is consistent with State Planning Policy but inconsistent, in part, with relevant legislation (such as Model Zone and Reserve names in the Regulations).

Is LPS2 capable of facilitating the type of development for which demand is anticipated?

Noting that LPS2 has been subject to a recent omnibus text amendment to align the Scheme in accordance with the Regulations, it is considered that LPS2 can facilitate and guide the future development demands for the Shire in the foreseeable future.

Is LPS2 fit-for-purpose in achieving good planning outcomes?

The Shire considers that LPS2 is functioning well after addressing Deemed Provisions, contained in the Regulations, via Scheme Amendment 4.

What amendments are required to LPS2?

It is considered that a Scheme amendment is warranted to update LPS2:

- To address some local land use and development issues that have arisen since the Scheme was first gazetted and since recent amendments. This includes adding the use of 'brewery', reviewing the permissibility of some uses in the Zoning Table and deleting clause 4.11.2 to reflect WAPC policy and the Local Planning Strategy;
- To correct identified minor administrative errors and anomalies;
- So that the Scheme Maps reflect changes to, or anomalies with, cadastral boundaries resulting from zoning, subdivision and/or development and to reflect Model Zone names e.g. General Agriculture to Rural; and
- So that the Scheme Maps reflect changes to the boundaries, classification and use of various Crown reserves, including to comply with model provisions including Model Reserve names.

Can the direction and recommendations established in the Local Planning Strategy be implemented through the Scheme or are amendments to LPS2 required?

Amendments to LPS2 will be required to implement the Local Planning Strategy based on market requirements. It is expected this may occur in the medium term. Most of the amendments will be driven by landowners and the private sector subject to addressing key planning issues. This includes exploring opportunities to secure and progress gaining approvals for an industrial estate in Cuballing.

At a future date, following further technical investigations and consultation, Special Control Areas are expected to be added to LPS2 via amendments. This could cover:

- Heritage;
- Environment (related to the Dryandra Woodland); and
- Special Character Area.

6.2 Local Planning Strategy 2019

The Local Planning Strategy is up to date and no review is required at this time.

Based on the endorsed Strategy (2019), it is considered that there is sufficient identified land which is capable of accommodating the rate of demand, projected future population growth and associated land use and development pressures in the district.

7.0 RECOMMENDATION

That Council, pursuant to Regulation 66(3) of the *Planning and Development (Local Planning Schemes) Regulations 2015* recommend to the Western Australian Planning Commission that the:

- a) *Shire of Cuballing Local Planning Scheme No.2* should be amended to comply with the planning legislation to address matters such as Model Scheme Zone and Reserve names.
- b) *Shire of Cuballing Local Planning Strategy* is satisfactory in its existing form.

APPENDIX 1 – SCHEME AMENDMENTS

AMD NO	GAZETAL DATE	DETAILS
1	04/05/07	Rezoning Lot 12 Campbell Street and Lot 41 Alton Street, Cuballing from 'Rural Townsite R10' to 'Rural Townsite R20'.
2	18/09/09	Rezoning Lot 3111 (Reserve 40201) Andover Street, Cuballing from 'Public Purpose Reserve' to 'Rural Townsite R10'.
3	05/06/18	Rezoning Lot 46 Forrest Street, Popanyinning from 'Public Purpose' reserve to 'Rural Townsite' zone with a residential density code of R10. Amend Scheme Map accordingly.
4	22/01/19	<p>Delete Parts 2, 7, 8, 9, 10 and 11 in their entirety and Schedules 6, 7, 8 and 9 in their entirety.</p> <p>Delete the following definitions from Schedule 1, Dictionary of Defined Words and Expressions: advertisement; amenity; cultural heritage significance; local government; Local Planning Strategy; owner; premises; region scheme; Residential Design Codes; substantially commenced; and zone.</p> <p>Replace the definitions from Schedule 1 Dictionary of Defined Words and Expressions: plot ratio and Planning Act.</p> <p>Delete the following definitions from Schedule 1 Land Use Definitions: abattoir; agroforestry; amusement parlour; animal husbandry-intensive; aquaculture; bed and breakfast; betting agency; child care premises; cinema/theatre; consulting rooms; corrective institution; family day centre; funeral parlour; home business; home occupation; home office; hospital; hotel; industry; industry - general; industry - extractive; industry - light; industry - mining; industry - rural; marine filling station; motor vehicle wash; night club; plantation; rural home business; shop; and telecommunications infrastructure.</p> <p>Add the following definitions to Schedule 1 Land Use Definitions: abattoir; ancillary dwelling; animal husbandry – intensive; bed and breakfast; child care premises; consulting rooms; family day care; grouped dwelling; holiday accommodation; holiday house; home business; home occupation; home office; hotel; industry; industry – extractive; industry – light; industry – primary production; mining operations; repurposed dwelling; road house; rural home business; second-hand dwelling; shop; single house; telecommunications infrastructure; transport depot; tree farm; and workforce accommodation.</p> <p>Delete reference to the following terms and replacing them with the corresponding terms throughout the Scheme text:</p> <ul style="list-style-type: none"> •planning approval to development approval •planning application to development application •single dwelling to single house •council to local government •outline development plan to structure plan •Town Planning Act to Planning Act •Town Planning Scheme to Local Planning Scheme <p>Delete the preamble.</p> <p>Insert a new Schedule A - Supplemental Provisions with preamble and provisions</p> <p>Amend the following clauses by removing the cross reference to the deemed provisions:</p>

	<ul style="list-style-type: none"> • Clause 3.4.1(b): Part 7 of the deemed provisions • Clause 3.4.2(a): clause 67 of the deemed provisions • Clause 4.3.2 'A': clause 64 of the deemed provisions • Clause 4.3.3 Note 3: clause 67 of the deemed provisions • Clause 4.4.2(b): clause 64 of the deemed provisions • Clause 4.8(c): clause 80 of the deemed provisions • Clause 4.9.2: clause 64 of the deemed provisions • Clause 5.4.2: clause 64 of the deemed provisions • Clause 5.6.2 (a): clause 64 of the deemed provisions • Clause 5.6.3: clause 67 of the deemed provisions • Clause 5.12.7: Part 7 of the deemed provisions <p>Amend clause 1.5(g) by replacing 'First Schedule to the Town' to 'Schedule 7 of the Planning Act'.</p> <p>Delete the 'Note' in Clauses 4.8 and 4.11.</p> <p>Remove the following Use Classes and associated permissibility levels from the Zone Table in Clause 4.3: Agroforestry; Amusement parlour; Aquaculture; Betting agency; Cinema/theatre; Corrective institution; Dwelling; Funeral parlour; Hospital; Industry - general; Industry - mining; Industry - rural; Marine filling station; Motor vehicle wash; Nightclub; and Plantation.</p> <p>Insert the following land use terms and permissibility into the Zoning Table: Ancillary dwelling; Grouped dwelling; Holiday accommodation; Holiday house; Industry; Industry - primary production; Mining operations; Motor vehicle repair; Re-purposed dwelling; Roadhouse; Second-hand dwelling; Single house; Transport depot; Tree farm; and Workforce accommodation.</p> <p>Amend the permissibility of the following land uses in the Zoning Table: Agriculture – intensive; Caretaker's dwelling; Childcare premises; Consulting rooms; Convenience store; Educational establishment; Family day care; Home office; Industry – light; Industry – service; Market; Place of worship; Rural pursuit; Showroom; Telecommunications; infrastructure; Veterinary centre; Warehouse; and Winery.</p> <p>Modify the Development Table – General.</p> <p>Modify the heading in sub-clause 5.10.1 through deleting 'Relocated Second hand buildings' and replacing with 'Repurposed dwelling and second-hand dwelling'.</p> <p>Delete 'transported' in sub-clause 5.10.1 and replacing it with 'repurposed dwelling or second-hand dwelling'.</p> <p>Renumber the remaining scheme provisions and schedules sequentially and update any cross referencing to the new clause numbers as required.</p> <p>Update the Table of Contents and the List of Schedules.</p> <p>Insert reference to the deemed provisions and supplemental provisions in Part 1.4 by inserting new sub-clauses (b) and (c) and renumbering subclause (b) accordingly.</p> <p>Insert reference to the model and deemed provisions in clause 1.7.1(b) by inserting new sub-clause (ii) and renumbering sub-clause (ii) accordingly.</p> <p>Delete current sub-clauses 5.7.1 - 5.7.3 and replace with new.</p>
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9.2.4 Application to Keep Additional Dog – 104 Francis Street Cuballing

Applicant:	Ms Tamara Allen
File Ref. No:	ADM290
Disclosure of Interest:	Nil
Date:	10 th June 2020
Author:	Gary Sherry
Attachments:	9.2.4A Location Map

Summary

Council is to consider authorising to allow residents to keep three dogs on a property within the townsite of Cuballing.

Background

The Shire of Cuballing Dog Local Law permits only 2 dogs to be kept at premises within a townsite.

Under section 26(3) of the Dog Act 1976, Council may authorise an exemption to the limits on the number of dogs to be kept at premises, but any such exemption:

- may be made subject to conditions, including a condition that it applies only to the dogs specified in the exemption; and
- may be revoked or varied at any time.

Comment

The Shire of Cuballing has received an application from Ms Tamara Allen to keep an additional dog at her residence at 104 Francis Street. Ms Allen has made application to keep “Oscar” a black and white, male, Maltese/Shitsu cross. Ms Turner describes the dog as being an inside dog.

A location map showing the applicants residence is included at Attachment 9.2.4A.

The two already registered dogs at this property include:

1. “Jaffa” a 7 year old, male, sterilised, chocolate Labrador; and
2. “Hurley My Girl” a 8 year old, female, sterilised, chocolate Labrador.

Council became aware of the issue of three dogs at this residence after reports of Ms Allen exercising her dogs in the neighbouring McGarrigle Park without leads.

Following these reports, the contract ranger service visited the property and subsequently:

- the two dogs were registered and the application made to permit a third dog were made immediately; and
- there have been no reports to the Shire of a reoccurrence of the dogs exercising without leads.

The Shire of Cuballing wrote to the applicant and to the owners of 10 nearby residences or interested persons seeking comment on the application. The only comment received to date has been a single anecdotal report that “Jaffa” can bark excessively on occasions, particularly when Ms Allen is absent from her property. These reports have not been made previously by any

Given that:

1. since the original report of Ms Allen exercising her dogs without a lead, there has not been any further reports of a reoccurrence of that behaviour; and

2. when confronted by the Shire of Cuballing, Ms Allen has co-operated promptly with staff, registered her dogs and applied for permission to keep a third dog; and
 3. there has been no reported issues regarding these dogs by neighbours;
- the Officer's Recommendation is that Council authorise the three identified dogs to be registered at 104 Francis Street Cuballing conditional upon ongoing compliance with the Dog Act 1976.

Council should be aware that under Section 26(5) of the Dog Act 1976 any person who is aggrieved:

- by the conditions imposed in relation to any exemption under subsection (3); or
- by the refusal of a local government to grant such an exemption, or by the revocation of an exemption;

may apply to the State Administrative Tribunal for a review of the decision.

Strategic Implications – Nil

Statutory Environment

Shire of Cuballing Dogs Local Law

3.2 Limitation on the number of dogs

- (1) This clause does not apply to premises which have been –
 - (a) licensed under Part 4 as an approved kennel establishment; or
 - (b) granted an exemption under section 26(3) of the Act.
- (2) The limit on the number of dogs which may be kept on any premises is, for the purpose of section 26(4) of the Act -
 - (a) 2 dogs over the age of 3 months and the young of those dogs under that age if the premises are situated within a townsite; or
 - (b) 4 dogs over the age of 3 months and the young of those dogs under that age if the premises are situated outside a townsite.

Dogs Act 1976

26. Limitation as to numbers

- (1) A local government may, by a local law under this Act —
 - (a) limit the number of dogs that have reached 3 months of age that can be kept in or at premises in the local government's district; or
 - (b) limit the number of dogs of a breed specified in the local law that can be kept in or at premises in the local government's district.
- (2) A local law mentioned in subsection (1) —
 - (a) may limit the number of dogs that can be kept in or at premises to 2, 3, 4, 5 or 6 only; and
 - (b) cannot prevent the keeping in or at premises of one or 2 dogs that have reached 3 months of age and any pup of either of those dogs under that age; and
 - (c) cannot apply to dogs kept at premises that are licensed under section 27 as an approved kennel establishment; and
 - (d) cannot apply to dangerous dogs (declared) or dangerous dogs (restricted breed).
- (3) Where by a local law under this Act a local government has placed a limit on the keeping of dogs in any specified area but the local government is satisfied in relation to any particular premises that the provisions of this Act relating to approved kennel establishments need not be applied in the circumstances, the local government may grant an exemption in respect of those premises but any such exemption —
 - (a) may be made subject to conditions, including a condition that it applies only to the dogs specified in the exemption; and
 - (b) cannot authorise the keeping in or at those premises of —
 - (i) more than 6 dogs that have reached 3 months of age; or
 - (ii) a dog under that age unless it is a pup of a dog whose keeping is authorised by the exemption;

- and
- (c) may be revoked or varied at any time.
- (4) A person must not keep in or at any premises, not being licensed under section 27 as an approved kennel establishment —
- (a) in the case of dogs that have reached 3 months of age, other than dangerous dogs (declared) or dangerous dogs (restricted breed), more than the number of dogs than the limit imposed under —
- (i) a local law mentioned in subsection (1); or
- (ii) an exemption granted under subsection (3);
- or
- (b) more than —
- (i) 2 dangerous dogs (declared); or
- (ii) 2 dangerous dogs (restricted breed); or
- (iii) one of each of those kinds of dangerous dogs, that have reached 3 months of age; or
- (c) any pup, of a dangerous dog (restricted breed), that is under 3 months of age.
- Penalty:
- (a) for an offence relating to a dangerous dog —
- (i) a fine of \$10 000, but the minimum penalty is a fine of \$500;
- (ii) for each separate and further offence committed by the person under the *Interpretation Act 1984* section 71, a fine of \$500;
- (b) for an offence relating to a dog other than a dangerous dog —
- (i) a fine of \$5 000;
- (ii) for each separate and further offence committed by the person under the *Interpretation Act 1984* section 71, a fine of \$100.
- (5) Any person who is aggrieved —
- (a) by the conditions imposed in relation to any exemption under subsection (3); or
- (b) by the refusal of a local government to grant such an exemption, or by the revocation of an exemption,
- may apply to the State Administrative Tribunal for a review of the decision.
- (6) An application under subsection (5) cannot be made later than the expiry of a period of 28 days after the day on which a notice of the decision is served on the person affected by that decision.

Policy Implications

Council has no policy in relation to the keeping of more dogs than permitted under the Dogs Local Law.

Financial Implications

The Shire of Cuballing anticipates expending \$12,200 on dog control contractors in 2019/20. Considerable additional time is also expended by Shire of Cuballing staff.

Economic Implication – Nil

Social Implication

The keeping of animals which can be difficult to contain on an owner's property, or animals that may create excessive noise levels, may have potential to negatively impact upon the adjoining landowners.

Environmental Considerations – Nil

Consultation

The Shire of Cuballing wrote to the applicant and to the owners of 10 nearby residences and interested people seeking comment on the application.

Options

Council may resolve:

1. the Officer's Recommendation; or
2. to not authorise more than two dogs to be kept at 104 Francis Street, Cuballing, giving reasons; or
3. to defer and seek additional information.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That Council:

1. **permit Ms Tamara Allen to keep three dogs at 104 Francis Street, Popanyinning subject to the following conditions:**
 - a. **All dogs must be confined to the property and kept under control at all times by the following means:**
 - i. **Fencing and gates on the premises or a portion of the premises where the dogs are to be contained, must be of a suitable type, height and construction to prevent the dogs at all times from passing over, under or through it, or**
 - ii. **an approved electronic confinement;**
 - b. **Any proven complaints regarding the dogs offending against the Dog Act 1976 will result in the permit being revoked and the number of dogs having to be reduced to a maximum of two within fourteen days;**
 - c. **All dogs must be registered and registration must be maintained;**
 - d. **the three dogs authorised to be kept are:**
 - i. **"Jaffa" a male Labrador, registration L000155;**
 - ii. **"Hurley My Girl" female staghound, registration L000199; and**
 - iii. **"Oscar" a black and white, male, Maltese/Shitsu cross;**
 - e. **Upon the death or disposal of one or more of the above dogs, the permit will cease and the number of dogs permitted will revert to the lesser number.**
 - f. **The local government needs to be notified in writing of the dogs' details and any change to details, this includes change of address and/or change of ownership; and**
2. **advise that if the applicant is aggrieved by this determination there is a right of review by the State Administrative Tribunal in accordance with Section 26(5) of the Dog Act 1976. An application must be made within 28 days of this determination.**



9.2.5 Application - Advertising Signage on Road Reserve

Applicant: Arkdim Pty Ltd trading as Cuballing Roadhouse
File Ref. No: A116
Disclosure of Interest: Nil
Date: 11th June 2020
Author: Gary Sherry
Attachments: 9.2.5A Location Plans
9.2.5B Application for Approval

Summary

Council is to consider permitting a 3 metre high advertising sign on the Council road reserve adjacent to 121 Ridley Street Cuballing.

Background

The Cuballing Roadhouse constructed is a significant local business located at 121 Ridley Street Cuballing. A location plans are included at Attachment 9.2.5A.

Given the nature of the site, the roadhouse premises are constructed on the most western area of the block with the eastern portion low lying and often water logged.

The business makes considerable use of the adjacent road reserve to provide facilities normally provided on private land including customer parking, signage, rubbish bins and outdoor seating.



Under new ownership the proprietor is updating and modernising all aspects of the business.

Comment

Arkdim Pty Ltd have applied to erect new business signage associated with the fuel retail part of their business. The new signage is a tall sign that would display fuel prices.

The only possible site for such as sign to be constructed is in the Ridley Street road reserve in front of the business. The new signage would replace older signage.

The application includes:

- a design for the sign. The design shows a sign area of 2400mm by 1200mm. The entire sign, including supports, would be 1350mm by 3000mm;
- approval of the sign by an engineer;

- an application to Main Roads WA seeking their approval for the sign. Aspects of this application are included at Attachment 9.2.5B.

In reviewing the application Council should consider at least the following:

A. Location

The proposed location for the new signage is where existing signage has been removed. This area is a low point below the level of the roadhouse and adjacent Ridley Street. Foot traffic passing the roadhouse does not use this area.

The location will also not impede traffic sight lines for vehicles entering or leaving the business.

Main Roads WA (MRWA) have authority to control signage that is visible to traffic using a MRWA road such as Ridley Street/Great Southern Highway. It is understood that Main Roads WA have approved the location of the proposed signage.

C. Ongoing Maintenance

The proposed location for the signage is on thoroughfare under the care and control of the Council. The normal expectation is that the Shire would maintain any construction on Council property to a safe condition and in a good standard appearance. This is especially so on a high profile town street such as Ridley Street. This type of maintenance to the proposed signage should be conducted by the Cuballing Roadhouse.

The proposed sign is to be of a high standard and in keeping with the signage associated with normal fuel retailing establishments. It is understood that the fuel wholesaler is supporting the construction with the provision of high standard artwork.

While the current proprietors are very proactive and responsible, the signage is a significant construction expected to last for a considerable time. Council should look to ensure that future owners maintain the signage to this high standard.

D. Changes in standards/setting

While the siting of the proposed signage is logical and appropriate at this time, Council may wish to use the land for a future, higher public use. While such a need is not present at this time, a future road widening, drainage upgrade, footpath improvement or some other public need may require Council to withdraw the approval. To allow the Officer's Recommendation allows for a time limited approval of ten years.

E. Location on Council Land

The proposed location for the signage is on thoroughfare under the care and control of the Council. On such a location Council takes responsibility for the signage and any liability or damage that may arise.

It would be appropriate for Council to seek to reduce the potential for liability that could arise from having the private signage on a Council road reserve. The Officer's Recommendation proposes the owner of the sign prepares a legal agreement indemnifying Council and agreeing to take out a public liability insurance policy. This would be done at the cost of the proprietor.

Strategic Implications

Shire of Cuballing Strategic Community Plan - 2017-2027

ECONOMY - Our Economy, Infrastructure, Systems and Services.

Goals

- Community infrastructure and services delivered in a timely manner, are well utilised, effective and meet the expectations of the community.
- Transport systems that are functional, efficient, economical and safe, coupled with continuous improvement to meet the safety and amenity needs of the community.
- Managing community assets in a whole of life and economically sustainable manner.
- Promoting sustainable and diverse economic development opportunities that make the Shire of Cuballing an attractive place to live, work and visit.

	Strategy	Outcome
3.1	Deliver a diverse range of affordable services and infrastructure across the Shire.	A range of services, facilities and programs that the broadest community can access.
3.2	Ensure essential services and infrastructure are aligned to community needs now and in the future.	Services and infrastructure which meets the needs of the broadest community and responds to changing priorities.
3.3	Deliver and advocate for a diverse and safe transport system which is efficient and meets the needs of all users.	A diverse and safe transport system that balances the needs of all users including pedestrians, cyclists, private vehicles, public transport and freight.
3.6	Facilitate and guide high quality and efficient building and development across the Shire.	A community with high quality and efficient buildings and development.
3.7	Advocate and plan for local economic development in a sustainable manner.	A growing community supported by improved job opportunities and diversity in our industries, businesses and housing.

GOVERNANCE & ORGANISATION - Our Council, Services, Policies and Engagement.

Goals

- Building the organisation and managing its structure, finances and assets in a sustainable manner.

	Strategy	Outcome
4.5	Be innovative in the management of Shire operations, services, staff and resources to create a resilient and financially stable Shire.	A Shire that is progressive, sustainable, resilient and adaptive to changes.

Statutory Environment

The location of signs on public space is normally dealt with by local governments using a town planning policy and local laws relating to thoroughfares. The Shire of Cuballing has neither of these instruments.

Policy Implications – Nil

Financial Implications

The Officer's Recommendation does not impose any direct financial cost on the Shire of Cuballing.

The construction of privately controlled signage on Council land does expose Council to a potential risk of from claim against damage arising from the signage for which Council may not be in control. The Officer's Recommendation seeks to reduce this risk by requiring indemnity and an insurance policy.

Economic Implication

While not crucial to the operation of the Cuballing Roadhouse, providing industry standard signage does allow the local business to reach its potential.

Social Implication

The Cuballing Roadhouse is a significant local business servicing the Cuballing community.

Environmental Considerations – Nil

Consultation

Mr Barry Keys, Arkdim Pty Ltd.

Options

Council may resolve:

1. the Officer's Recommendation; or
2. the Officer's Recommendation with minor amendments and giving reason for such amendments; or
3. to defer consideration and seek further information prior to future consideration.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That Council approve the application to construct and maintain signage associated with the Cuballing Roadhouse until 30th June 2030, conditional upon:

- 1. the approved signage must be constructed in accordance with the plans and specifications submitted with the application, included at Attachment 9.2.5B, and shall not be altered and/or modified without the prior knowledge and written consent of the Shire of Cuballing;**
- 2. completing a building licence for the signage prior to construction;**
- 3. maintaining the signage in a safe condition with good visual amenity;**
- 4. obtaining and maintaining the approval of Main Roads WA for the approved signage;**
- 5. prior to the construction or display of the approved signage, complete and return to Council an undertaking that requires the owner of the signage to indemnify, and keeps indemnified, the Shire of Cuballing, its servants and agents against:**
 - a. any claim or proceeding, and any cost and expenses incurred as a result, that may be made or brought by any person or corporation against the Shire,**

its servants and agents arising out of the erection, existence or operation of the approved signage; or

- b. any negligence of the Shire, its servants and agents in granting approval to erect or display the advertisement or in setting or failing to set conditions or giving or failing to give directions for the erection, existence or display of the approved signage; and**
- c. in respect of the approved signage, effect and maintain a public liability insurance policy with a reputable insurer. The policy must include a Cross Liabilities Clause, and be in the joint names of the sign owner and the Shire of Cuballing. The sum insured for any single event shall be at least \$1,000,000.**

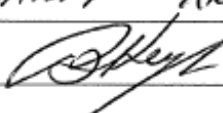


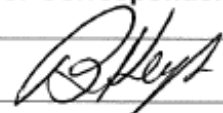


FORM OF APPLICATION FOR PLANNING APPROVAL

Shire of Cuballing
Town Planning Scheme No. 2

Application for Planning Approval

Owner details:		
Name: <i>ARKDIM PTY LTD</i>		
Address: <i>P.O. Box 1</i> <i>Pingelly</i> Postcode: <i>6308</i>		
Phone:	FAX:	
Home: <i>98871499</i>	Work: <i>98836026</i>	Email: <i>CUBALLINGROADHOUSE@HOTMAIL.COM</i>
Mobile: <i>0427080081</i>		
Contact Person: <i>BARRY KEYS</i>		
Signature: 	Date: <i>17/1/2020</i>	
Signature:	Date:	
The signature of the owner(s) is required on all applications. This application will not proceed without that signature.		

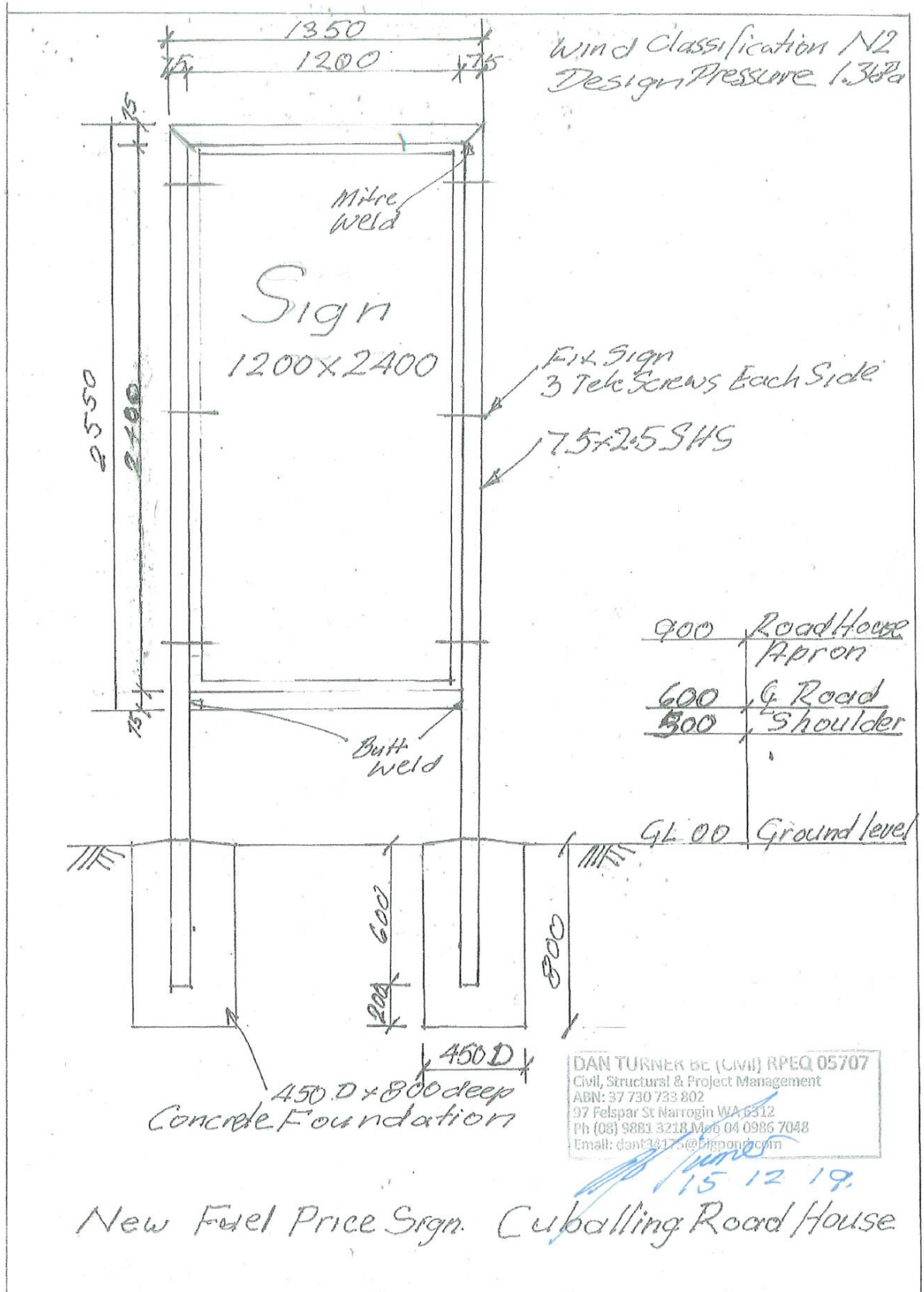
Applicant details:		
Name: <i>BARRY ALAN KEYS</i>		
Address: <i>21 RIDLEY ST</i> <i>CUBALLING WA</i> Postcode <i>6311</i>		
Phone:	FAX:	
Home:	Work: <i>98836026</i>	Email:
Mobile: <i>0427080081</i>		
Contact Person for Correspondence: <i>BARRY KEYS</i>		
Signature: 	Date: <i>17/1/2020</i>	

Part 2

Property details:		
Lot No.	House/Street No: 121	Location No:
Diagram or Plan No:	Certificate of Title Vol. No:	Folio: P222342-48
Diagram or Plan No:	Certificate of Title Vol. No:	Folio:
Title encumbrances (e.g. easements, restrictive covenants):		
Street name: RIDLEY ST		Suburb: CUBALLING
Nearest Street Intersection:		CUBALLING EAST

Existing building/land use:
Description of proposed development and/or use: NEW SIGN.
Nature of any existing buildings and/or use: ROAD HOUSE / POST OFFICE
Approximate cost of proposed development: NIL
Estimated time of completion: TWO DAY.

Office Use Only	
Acceptance Officer's initials:	Date Received:
Local Government Reference No:	





Main Roads (Control of Advertisements) Regulations 1996			
APPLICATION TO ERECT/MODIFY ROADSIDE ADVERTISING SIGN			
Name of Sign Owner:	CUBALLING ROAD HOUSE		
Postal Address of Sign Owner:	CUBALLING ROAD HOUSE. 121 RIDLEY ST CUBALLING		
Name of Applicant:	Barry Keys	Telephone Number:	48836026
Email Address:	CUBALLINGROADHOUSE@hotmail.com	Mobile Number:	0427080081
Is this application for a new sign or for changing an existing sign? (Tick ✓ applicable):	Application for new sign <input type="checkbox"/> Application to modify existing sign <input checked="" type="checkbox"/>		
Specify period of time in which it is anticipated sign will be displayed	Install date: / / <u>FULL TIME</u> Remove date: / / or N/A <input checked="" type="checkbox"/>		
Sign Location Details			
Road Name:	Ridley St	City/Town/Shire of:	CUBALLING
Is the sign located <u>within</u> or <u>beyond</u> a State road reserve? (Tick ✓ applicable):	Within the road reserve <input checked="" type="checkbox"/> Beyond the road reserve <input type="checkbox"/>		
Sketch of sign location showing distance to nearest identifiable road feature, (e.g. intersection), distance from property line and/or road edge, etc. Indicate if signs are to be attached to fences or other structures. (Attach a separate sketch if insufficient space.)			

Sign Type Details				
Nominate type of new sign to be installed or existing sign to be modified? (Tick ✓ applicable):	Billboard (Freestanding)	<input type="checkbox"/>	Billboard (On Overhead Infrastructure)	<input type="checkbox"/>
	Business Sign (Non Portable)	<input checked="" type="checkbox"/>	Portable Business Sign	<input type="checkbox"/>
	Promotional Sign	<input type="checkbox"/>	Temporary Event Sign	<input type="checkbox"/>
	Illuminated Street Name Sign	<input type="checkbox"/>	Bus Shelter, Seat or Litter Bin Sign	<input type="checkbox"/>
	Pole Mounted Banner/Flag	<input type="checkbox"/>	Sign Beyond State Road Reserve	<input type="checkbox"/>
Size of Displayed Advertising Content:	<input type="text"/> 1 <input type="text"/> 2 m X <input type="text"/> 2 <input type="text"/> 4 m	Total Sign Panel Size:	<input type="text"/> 1 <input type="text"/> 2 m X <input type="text"/> 2 <input type="text"/> 8 m	
Approvals				
Local Government Approval. (Applicant to arrange Local Government authorised signature. Alternatively, a separate Local Government approval letter can be attached.)	<p>For the purposes of Regulation 7(4) of the <u>Main Roads (Control of Advertisements) Regulations 1996</u>, I confirm that the City/Town/Shire of <u>CUBALLING</u> approved the subject hoarding, structure or advertisement for the purposes of the <u>Local Government Act 1995</u> and the <u>Planning and Development Act 2005</u>, subject to the following conditions (if any):</p> <p>1.</p> <p>2.</p> <p>3.</p> <p>Authorised Signature:</p> <p>Date/...../.....</p>			
Land Owner Approval (For signs located beyond the road reserve)	<p>I approve the erection of this sign on land owned by me, being Loc/Lot No.</p> <p>Signed: <u>[Signature]</u> Date <u>14.1.8.19</u></p>			
Applicant's Declaration				
<p>I/We the applicant(s):</p> <p>(a) in accordance with the provisions of the <u>Main Roads (Control of Advertisements) Regulations 1996</u>, request approval to construct, maintain and display the advertising sign described above;</p> <p>(b) warrant that the information contained in this application (including all attached documents) is, to the best of my/our knowledge, accurate and correct.</p> <p>(c) have read the General Conditions of Approval and agree that, if this application is approved I/we shall be deemed to have undertaken to comply fully and unreservedly with all of the terms and conditions attached to that approval when I/we commence erection, installation or modification of the above described advertising sign.</p> <p>Authorised Signature <u>[Signature]</u> Date <u>14.1.8.19</u></p> <p>Note: Please attach facsimile of advertising content as well as copies of all necessary plans, specifications, certifications and any other relevant documents.</p>				

9.2.6 Financial Management Review

Applicant: N/A
File Ref. No: ADM143
Disclosure of Interest: Nil
Date: 10th June 2020
Author: Gary Sherry, Chief Executive Officer
Attachment: 9.2.6A Financial Management Review – May 2020

Summary

The Audit Committee is to consider a Financial Management Review for the period from 1 July 2019 to 30 April 2020 at a Meeting on 17th June 2020 and make a recommendation to Council.

Background

In April 2020 LG Corporate Solutions were appointed to provide a quotation to assist the Shire of Cuballing in a review of the Shire's financial management systems.

Regulation 5(2)(c) of the Local Government (Financial Management) Regulations 1996, requires the CEO is to undertake a review of the effectiveness of the financial management systems and processes at least once every three years and report these findings to the local government.

Comment

The Financial Management Review (FMR) included the performance of assurance procedures designed to test the financial management system and report to the CEO on the appropriateness and effectiveness of the control environment within.

The examination covered the period 1 July 2019 to 30 April 2020. LG Corporate Solutions examined the following financial systems and procedures of the Shire:

- | | |
|---------------------------------------|----------------------------------------------|
| • Tenders | • Credit Card |
| • Payroll | • Investments |
| • Payables | • Trust |
| • Purchasing | • Passwords, Security & Storage of Documents |
| • Rates | • List of Payments |
| • Admin, Overhead & Plant Allocations | • Cash Receipting |
| • Balance Sheet Reconciliations | • Fees & Charges |
| • Fixed Assets | • Inventory |
| • Borrowings | • Annual Financial Report |
| • Monthly Financial Reports | • Bank Accounts |
| • Budget Review | • Related Parties |
| • Petty Cash / Coles Card | • Reserves |
| • Contracts & Agreements | • Receivables |
| • Budget | • Borrowings |
| • General Journals | • General Compliance Issues & Other Matters |
| • Bank Reconciliations | |

LG Corporate Solutions did not necessarily examine compliance with provisions of the Act or Regulations, which were not financial in nature. That is, Parts 2, 4, 8 and 9 of the Act, some provisions of Parts 3 and 5 as well as most regulations (apart from the Financial Management Regulations) which did not impact on the areas examined above.

On the surface it would appear that a high number of matters have been raised with only 17 systems of the 30 systems reviewed being reported as effective. However as detailed in the report, only 1 of the 13 areas noted for improvement were raised as being high risk, with the remaining 12 matters deemed as moderate and low risk.

Staff and management view the FMR the report as a good opportunity to implement and improve existing policies and procedures within the organisation.

The only area of high risk raised in the report was in relation to Tenders. While it is disappointing that this matter has been raised, the error was as a result of an administrative error, rather than a lack of understanding of the relevant legislation and measures have now been put in place to implement the recommendations in the FMR Report.

Staff are currently working through the attached report and addressing the issues highlighted. This will ultimately ensure controls and procedures established are not compromised in the future and the integrity of the financial management system is maintained.

Strategic Implications – Nil

Statutory Environment

Local Government Act 1995

Division 4 — General financial provisions

6.5. Accounts and records

The CEO has a duty —

- (a) to ensure that there are kept, in accordance with regulations, proper accounts and records of the transactions and affairs of the local government; and
- (b) to keep the accounts and records up to date and ready for inspection at any time by persons authorised to do so under this Act or another written law.

Local Government (Financial Management) Regulations 1996

5. CEO's duties as to financial management

- (1) Efficient systems and procedures are to be established by the CEO of a local government —
 - (a) for the proper collection of all money owing to the local government; and
 - (b) for the safe custody and security of all money collected or held by the local government; and
 - (c) for the proper maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process); and
 - (d) to ensure proper accounting for municipal or trust —
 - (i) revenue received or receivable; and
 - (ii) expenses paid or payable; and
 - (iii) assets and liabilities;and
 - (e) to ensure proper authorisation for the incurring of liabilities and the making of payments; and
 - (f) for the maintenance of payroll, stock control and costing records; and
 - (g) to assist in the preparation of budgets, budget reviews, accounts and reports required by the Act or these regulations.
- (2) The CEO is to —
 - (a) ensure that the resources of the local government are effectively and efficiently managed; and
 - (b) assist the council to undertake reviews of fees and charges regularly (and not less than once in every financial year); and

- (c) undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.

Local Government (Audit) Regulations 1996

16. Functions of audit committee

An audit committee has the following functions —

- (a) to guide and assist the local government in carrying out —
 - (i) its functions under Part 6 of the Act; and
 - (ii) its functions relating to other audits and other matters related to financial management;
- (b) to guide and assist the local government in carrying out the local government's functions in relation to audits conducted under Part 7 of the Act;
- (c) to review a report given to it by the CEO under regulation 17(3) (the *CEO's report*) and is to —
 - (i) report to the council the results of that review; and
 - (ii) give a copy of the CEO's report to the council;
- (d) to monitor and advise the CEO when the CEO is carrying out functions in relation to a review under —
 - (i) regulation 17(1); and
 - (ii) the *Local Government (Financial Management) Regulations 1996* regulation 5(2)(c);
- (e) to support the auditor of the local government to conduct an audit and carry out the auditor's other duties under the Act in respect of the local government;
- (f) to oversee the implementation of any action that the local government —
 - (i) is required to take by section 7.12A(3); and
 - (ii) has stated it has taken or intends to take in a report prepared under section 7.12A(4)(a); and
 - (iii) has accepted should be taken following receipt of a report of a review conducted under regulation 17(1); and
 - (iv) has accepted should be taken following receipt of a report of a review conducted under the *Local Government (Financial Management) Regulations 1996* regulation 5(2)(c);
- (g) to perform any other function conferred on the audit committee by these regulations or another written law.

17. CEO to review certain systems and procedures

- (1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —
 - (a) risk management; and
 - (b) internal control; and
 - (c) legislative compliance.
- (2) The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.
- (3) The CEO is to report to the audit committee the results of that review.

Policy Implications – Nil

Financial Implications

Resource requirements are in accordance with existing budgetary allocations.

Economic Implication – Nil

Environmental Considerations – Nil

Consultation

Martin Whitely, LG Corporate Solutions Pty Ltd

Options

The Committee may resolve to:

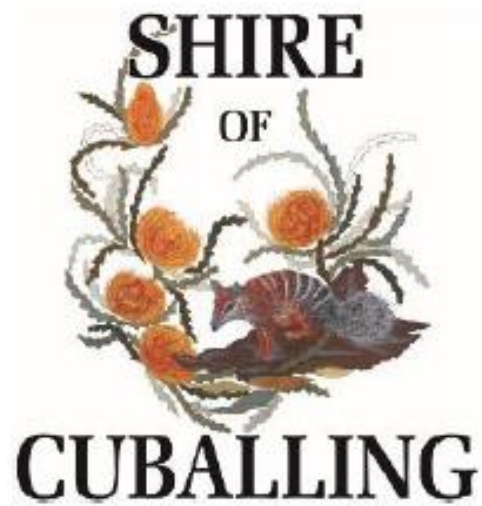
1. Endorse the Officer's Recommendation; or
2. Defer and request further information prior to a future consideration.

Voting Requirements – Simple Majority

AUDIT COMMITTEE'S RECOMMENDATION:

That Council:

- 1. Accepts the Financial Management Review included at Attachment 9.2.6A.**



Financial Management Review

May 2020



Executive Summary

Background

In April 2020 LG Corporate Solutions were requested to provide a quotation to assist the Shire of Cuballing with a review of their financial management systems. Under the Local Government (Financial Management) Regulations 1996, specifically Regulation 5(2)(c), the CEO is required to undertake a review of the effectiveness of the financial management systems and processes at least once every three years and report these findings to the local government.

Overview

While the purpose of the review is to assist the CEO to review the Shire's financial management systems in accordance with the Financial Management Regulations, the methodology in completing the review is to provide a practical approach towards improving those financial management systems where any gaps or deficiencies have been identified.

Methodology & Approach

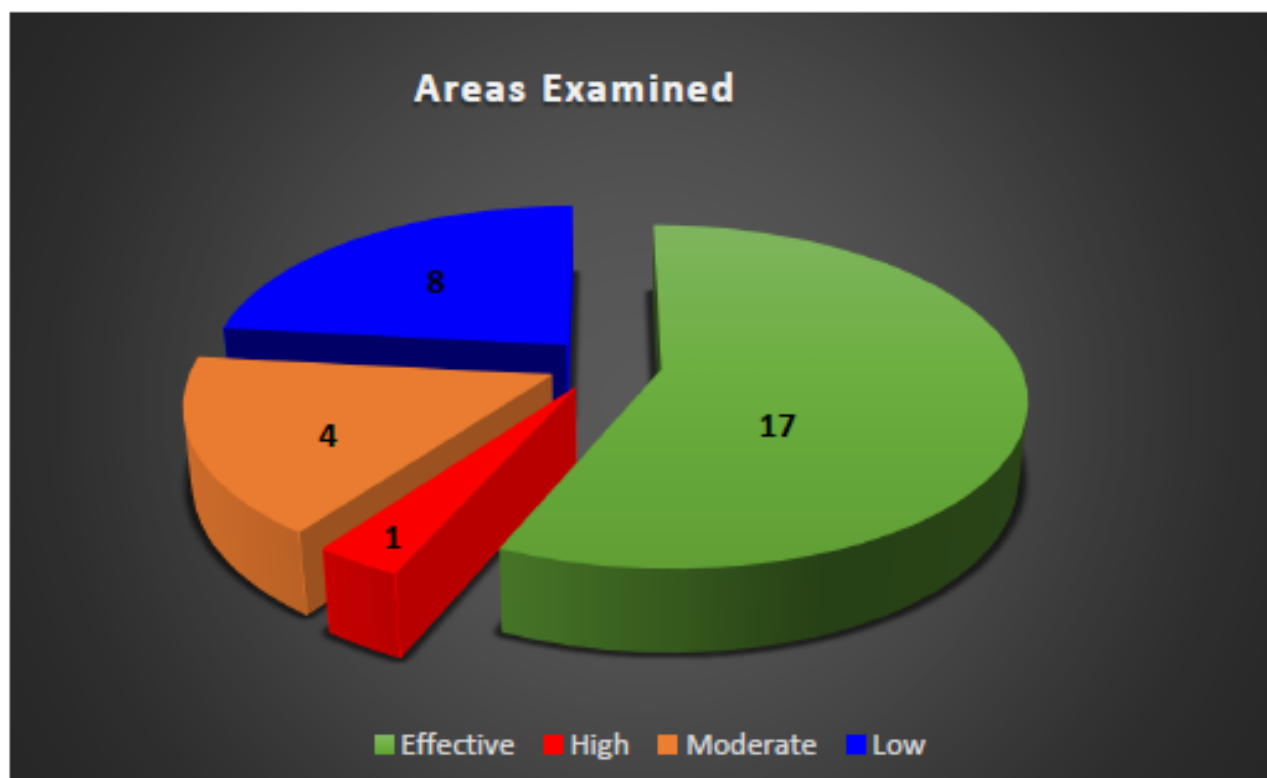
The objective of this review is to assist staff to identify areas where improvement can be made, and importantly how the Shire can implement these changes and recommendations with the physical and financial resources available.

The review was completed onsite from the 12th-14th May 2020 and looked at transactions for the period 1 July 2019 to 30 April 2020.





In total 30 areas were examined of which 17 were considered effective.

It was noted that further improvements could be made to meet best practise in the remaining 13 areas.

Of these 13 areas only 1 matter was identified as a priority for staff and management to address, 4 were considered as areas that could significantly impact the Shire if not addressed, while the remaining 8 areas identified opportunities for further improvement.



It should be accentuated that many of the 13 areas noted only require minor improvements. As such, areas noted for "improvement" have been broken down into four levels of priority.

Rating Assigned	Underlining assumptions for Rating Assessment
	HIGH Has the potential to significantly impact on the operations of the organisation and should be made a priority for staff and management to address.
	MODERATE Has the potential to significantly impact on the operations of the organisation if not addressed and should be addressed by staff and management within a reasonable time period.
	LOW Is unlikely to evolve into a significant issue and presents an opportunity for improvement for staff and management to address over a period of time dependent on the level of resources available to address the matter.
	EFFECTIVE Existing controls in place are adequate and need to be reviewed on a regular basis to ensure they are maintained and/or improved.

It needs to be emphasised that the rating assessments implemented above are subjective and hence open to interpretation, however the purpose of rating assessments used in this report is to provide a guide as to which areas identified for improvement should be prioritised.

It should also be acknowledged that in an organisation the size of the Shire of Cuballing, it is often difficult to maintain sufficient segregation of duties as often expected from an audit viewpoint. In many instances, the level of systems and procedures in place is dependent on the ability to attract and retain competent staff and having the physical and financial resources to meet such obligations.

For each of the areas noted for improvement, a breakdown has been included in the report of the processes used, any matters identified, recommendations of how these matters identified can be addressed and any comments from management on the matters raised for each of the areas examined.

Tenders

Methodology & Approach

Processes were examined to see if it complied with the Local Government (Functions & General) Regulations 1996.

Findings

- Tenders were called as required when the \$150,000 threshold was exceeded.
- Tenders were also called for items under the \$150,000 threshold.
- Documentation pertaining to all tenders is maintained in a Tender Register.
- The Tender Register is well maintained.
- The minimum period of 14 days advertising was not adhered to for RFT3/2019
- Tenders were not called for the Isuzu Primer Mover purchased from South West Isuzu

Observations

The Local Government (Functions & General) Regulations 1996 is extremely specific for the minimum time allowed for submitting tenders as outlined in Regulation 15.

15. Minimum time to be allowed for submitting tenders

- (1) If a notice under regulation 14(1) is given, the date and time referred to in regulation 14(3)(d) has to be at least 14 days after the notice is first published in the newspaper circulating generally throughout the State.
- (2) If a notice under regulation 14(2) is given to a person listed as an acceptable tenderer, the date and time referred to in regulation 14(3)(d) has to be at least 14 days after the notice is given.

Recent amendments to the Functions & General Regulations have seen the threshold for tenders increased from \$150,000 to \$250,000 and an exemption for the need to go to tender where a State of Emergency.

11. When tenders have to be publicly invited

- (1A) In this regulation —
state of emergency declaration has the meaning given in the *Emergency Management Act 2005* section 3.
- (1) Tenders are to be publicly invited according to the requirements of this Division before a local government enters into a contract for another person to supply goods or services if the consideration under the contract is, or is expected to be, more, or worth more, than \$250 000 unless subregulation (2) states otherwise.
- (2) Tenders do not have to be publicly invited according to the requirements of this Division if —
 - (a) the supply of the goods or services is to be obtained from expenditure authorised in an emergency under section 6.8(1)(c) of the Act; or
 - (aa) the supply of the goods or services is associated with a state of emergency; or
 - (b) the supply of the goods or services is to be obtained through the WALGA Preferred Supplier Program; or

The Isuzu Giga Prime Mover was purchased from South West Isuzu for \$177,704 (GST Incl.) which exceeds the \$150,000 threshold at the time of purchase. It could be argued that the Howard Porter fit up which cost \$27,500 (GST Incl.) should be excluded from the purchase.

Local Government (Functions & General) Regulation 11(2)(b) states that tenders do not need to be publicly invited if the supply of the goods or services is to be obtained through the WALGA Preferred Supplier Program.

Recommendations

1. Tenders are reviewed by at least 2 senior staff to ensure compliance with the Functions & General Regulations
2. Using the WALGA Preferred Supplier Program negates the need to publicly invite tenders
3. The Shire's Purchasing Policy is updated to include the increased threshold for tenders from \$150,000 to \$250,000 and the exemption for the need to go to tender where a State of Emergency has been declared.

Management Comments

Agreed

Payroll

Methodology & Approach

Sample payroll testing was completed to see if employment contracts/letters of offer were in place, hourly rates correct, hours worked were being authorised and timesheet hours were being allocated correctly to the general ledger.

Findings

- Letters of offer/contracts were in place for employee's sampled.
- All hourly rates were in accordance with the employee's award classification.
- Timesheets were signed off by an independent staff member.
- Timesheet hours were correctly allocated to the general ledger.
- The audit trail report was run at the end of each month (more on this below).
- Reconciliations not being reviewed and signed off by a senior staff member.

Observations

- Overall, the payroll process is running very efficiently
- The 2 matters raised are currently the focus of auditors and need to be addressed.
- The concern raised with the audit trail is that this report should be run prior to any payments being made. This will provide a report showing if any changes have been made between running the audit report and making the payments.
- Running the audit report at the end of each month will not necessarily pick up on when any changes were made.
- Reconciliations should also be completed after each fortnightly payroll rather than monthly
- Reconciliations also need to be reviewed & signed off by a senior staff member.

Recommendations

1. The Audit Report is run, reviewed, and signed by a senior staff member "prior" to any payments being made.
2. Payroll reconciliations are completed after each pay run and reviewed & signed off by a senior staff member.

Management Comments

Agreed

Payables

Methodology & Approach

Sample testing was completed to see if purchases were budgeted, processed in a timely manner, correctly allocated to the general ledger, payments authorised, and reconciliations being independently reviewed.

Findings

- Samples selected were approved expenditure.
- Invoices were processed in a timely manner and correctly allocated to the general ledger.
- The audit trail report was not run prior to making payments.
- The audit trail is not be reviewed and signed off by an independent person
- Reconciliations are being reviewed and signed off by an independent person

Observations

- Overall, the payables process is running efficiently.
- The matter raised is currently the focus of auditors and needs to be addressed.
- Like payroll, the concern raised with the audit trail is that this report should be run prior to any payments being made. This will then provide a report that will show if any changes have been made between running the audit report and making the payments.
- Reconciliations are completed monthly, reviewed & signed off by an independent person.

Recommendations

1. The Audit Report is run, reviewed, and signed by an independent person "prior" to any payments being made.
2. Reconciliations are completed monthly, reviewed & signed off by an independent person.

Management Comments

Agreed

Purchasing

Methodology & Approach

Sample testing was completed to see if the purchasing policy was being implemented, quotes correctly obtained, purchases authorised and purchase orders in place.

Findings

- Purchase orders in place for purchases made.
- Purchases were authorised by a senior staff member.
- Quotes were obtained as required under the purchasing policy.
- Samples selected all met purchasing policy criteria.
- The purchasing policy has not been updated to include amendments to the Local Government (Functions & General) Regulations in relation to tender requirements.

Observations

- Overall, the purchasing process is running very efficiently
- For several samples selected over \$20,000 three written quotes were not obtained. However, for each occasion this occurred the reason why was clearly documented, which ensured compliance with the policy.
- In my experience, sometimes it can be difficult to obtain quotes when the Shire often has a local supplier for certain activities (ie. electrician, plumber, etc) and third parties are often reluctant to provide quotes knowing that in many cases the "process" is simply being followed.
- There was one occasion where the purchase order was raised after the date when the goods were received.
- Recent amendments to the Functions & General Regulations have seen the threshold for tenders increased from \$150,000 to \$250,000 and an exemption for the need to go to tender where a State of Emergency.

Recommendations

1. Purchase orders to be raised prior to obtaining the good or service.
2. That the Shire's Purchasing Policy be updated to include the increased threshold for tenders from \$150,000 to \$250,000 and the exemption for the need to go to tender where a State of Emergency has been declared

Management Comments

Agreed

Rates

Methodology & Approach

Procedures were examined to ensure rates were being raised correctly. This included random sampling of assessments to see if the rate notices reflected the most recent Landgate valuations and the rate in the dollar, minimum rate and rate classifications were correct. Random assessments were selected to follow the process of rate payments being made, including additional charges such as interest penalties being applied. Finally, it was examined to see if rate reconciliations were being completed on a regular basis and reviewed & signed by a senior staff member.

Findings

- Rate assessments reconciled back to current Landgate valuations.
- The rate in the dollar applied was as per the 2019/20 adopted budget
- Minimum rates applied were as per the 2019/20 adopted budget
- Instalment dates were shown as per the 2019/20 adopted budget
- Instalment dates had a minimum of 60 days between instalment dates as required per the LGA
- The rate classification was clearly shown on the rate assessment
- Rates raised were classified to the correct general ledger account
- Penalty interest on outstanding payments was calculated correctly
- Pensioner rebates were applied where required
- Payments received were receipted in a timely manner and allocated against the correct rate assessments
- Landgate Valuations & Monthly Rates Reconciliations were not reviewed & signed by a senior staff member.

Observations

- Overall, the rates process is running very efficiently.
- The 2 matters raised are currently the focus of auditors and need to be addressed.
- Both matters are simple administrative changes that can be easily made.
- Reconciliations to the Landgate valuations need to be reviewed by an independent staff member. This is to ensure that the valuations being applied are accurate and the correct amount of rates is being raised.
- Rate reconciliations should be completed monthly, reviewed & signed off by a senior staff member.

Recommendations

1. Reconciliations of the Landgate valuations are reviewed and signed by a senior staff member.
2. Rate reconciliations are reviewed & signed by a senior staff member each month.

Management Comments

Agreed

Administration, Overhead & Plant Allocations

Methodology & Approach

Procedures were examined to see if costs for administration, overheads and plant were being allocated to other programmes on a regular basis and if the rates utilised were appropriate and/or reviewed.

Findings

- Admin Allocations are allocated monthly.
- Admin allocations are currently within budget.
- Plant costs are being allocated on a regular basis.
- Plant costs allocated for the year are currently within budget.
- Small plant items costs are being automatically recovered each month.
- Overhead costs are being allocated but rates are not reviewed on a regular basis.
- Overheads are currently under allocated by \$107k

Observations

- Small variances for all allocations especially plant & overheads are expected.
- The current variances for admin & plant allocations are not material.
- The overhead allocations being under allocated by \$107k is material.
- Essentially the under allocation of overheads means that these costs are not correctly reflected in the costings for all works & related programs.
- If Overhead & Plant allocation rates are not accurate then costs allocated to road funded programs will be over/under allocated which could impact on the Shire meeting its co-contribution obligations.
- Overhead & Plant allocation rates should be reviewed regularly to ensure that costs associated with outside staff and plant are be accurately distributed to work programs.

Recommendations

1. Plant & Overhead rates are regularly reviewed to ensure plant costs are being distributed correctly to jobs/programs.
2. The amount of under allocated overheads is allocated to works & related programs based on a % basis of the current year to date overheads allocated.

Management Comments

Agreed

Balance Sheet Reconciliations

Methodology & Approach

Procedures were examined to see if balance sheet accounts were being reconciled back to the general ledger.

Findings

- Balance Sheet reconciliations are not currently being completed.

Observations

- Often items are posted to the balance sheet when people are unsure of where these items should be allocated and, if material, such items can have a significant impact on the Shire's financial position.
- This process can be incorporated into a Month End Checklist to ensure it is being completed.
- Once balance sheet items have been reconciled, they are easy to maintain monthly.

Recommendations

Balance Sheet reconciliations are completed, reviewed & signed off by a senior staff member each month.

Management Comments

Agreed

Fixed Assets

Methodology & Approach

Procedures were examined to see if assets purchased during the year were budgeted, followed purchasing protocol, were authorised and had been entered into Fixed Assets module in Synergy in a timely manner.
Capital purchases were also examined to see if they fell under the \$5,000 threshold.

Findings

- Assets purchased were either included in the 2019/20 Budget or approved by Council as previously unbudgeted expenditure
- Purchases have been allocated to the correct general ledger accounts.
- Items purchased met the purchasing policy criteria.
- Purchase orders were raised and authorised for all fixed assets purchased.
- Depreciation is calculated monthly
- Asset additions & disposals during the year have been entered into the fixed assets module in a timely manner
- Depreciation rates for various classes have not been reviewed.
- There are some assets under \$5,000 currently showing as capital purchases.

Observations

- Overall, the systems in place for fixed assets are good.
- It is not an unusual practise for organisations to defer calculating depreciation charges for a financial year until after the prior financial year has been signed off.
- While depreciation is a non cash item it does impact on the Shire's financial ratios. Therefore, it is important that the Shire regularly reviews depreciation rates for all asset classes and is comfortable that current asset valuations for each class of asset are not overstated, otherwise this could be significantly impacting the Shires Asset Sustainability Ratio.
- There is no reason why items under \$5,000 can't be shown as capital purchases until the end of the financial year, at which time they will need to be capitalised and shown separately on a register for similar assets valued under \$5,000.

Recommendations

1. A review of the current depreciation rates is undertaken.
2. A register for all assets under \$5,000 is maintained by the CEO

Management Comments

Agreed

Borrowings

Methodology & Approach

Procedures were examined to see borrowings were being allocated correctly to the general ledger and reconciled against the Shires loan schedules.

Findings

- Loan repayments were being allocated correctly between interest & principal.
- Loan reconciliations are not being completed.

Observations

Loan reconciliations will ensure that loan repayments are being correctly allocated to the general ledger and these reconciliations should be reviewed by a senior staff member.

Recommendations

Loan reconciliations are completed monthly, reviewed, and signed by a senior staff member.

Management Comments

Agreed

Monthly Financial Reports

Methodology & Approach

The monthly financial reports were reviewed to make sure they complied with the information required to be reported under Regulation 34 of the Local Government (Financial Management) Regulations 1996.

Findings

- Annual budget amounts were shown in the reports including YTD Actual v YTD Budget revenue and expenditure items.
- Explanations of material variances for the month were included in accordance with the materiality level adopted by Council in the 19/20 Budget.
- The Net Current Assets for the month was detailed in the reports.
- The financial information was shown by way of Nature & Type and by Program.
- Financial statements were presented to Council within 2 months after the end of the month to which the statements related to.
- The Statement of Financial Activity each month varied slightly to the amount showing in the Synergy reports.
- The Net Current Asset position balanced to the Operating Statements by Nature & Type and Program.

Observations

The operating position varied by around \$20k in some months, which is most likely the result of transactions being processed after the month end has been finalised. It is important to emphasis to staff that transactions are only to be processed in the current period unless otherwise instructed by senior management.

Recommendations

Monthly financials are reconciled back to the Synergy reports each month.

Management Comments

Agreed

Budget Review

Methodology & Approach

The budget review process was examined to ensure all the required information as outlined in the Local Government (Financial Management) Regulations 1996 was adopted by Council.

Findings

- The 2019/20 Budget was reviewed prior to 31 March
- The review was submitted to Council within 30 days of being completed
- The budget review was adopted by Absolute Majority.
- A copy of the budget review was not forwarded to the Department of Local Government, Sport & Cultural Communities within 30 days of being adopted.

Observations

Part 33A of the Local Government (Financial Management) Regulations 1996 provides details of the requirement of the local government to undertake a budget review prior to 31 March every financial year.

The budget must be reviewed during the period 1 January – 31 March 2020 each financial year and the review period is for the period beginning 1 July and ending no earlier than 31 December.

Financial Management Regulation 33A(2) states that within 30 days after a review of the annual budget of a local government is carried out it is to be submitted to the council for consideration.

Financial Management Regulation 33A(4) states that within 30 days after a council has made a determination, a copy of the review and determination is to be provided to the Department.

Recommendations

Nil

Management Comments

Agreed

Petty Cash / Coles Card

Methodology & Approach

The procedures for using petty cash were examined to ensure compliance with the Local Government (Financial Management) Regulations 1996.

Findings

- Petty cash is used sparingly.
- All amounts taken from petty cash have been accounted for.
- There were several instances where GST had been incorrectly claimed (these amounts were not material)

Observations

The Financial Management Regulations clearly defines the method for payments being processed which includes petty cash as per Regulation 11.

There were only several instances where the GST was calculated incorrectly. These amounts were not material and the matter has been addressed by staff.

Recommendations

1. Tax invoices to be maintained for all petty cash transactions
2. Transactions to be reviewed for GST calculations prior to entering batches
3. Petty Cash to be reconciled, reviewed, and signed off by a senior staff member each month

Management Comments

Agreed

Contracts & Agreements

Methodology & Approach

Sample testing was completed to examine random contracts and agreements to ensure they were in place.

Findings

- There was no Residential Tenancy agreement in place with the CEO.

Observations

- Even though the CEO does not pay rent an agreement still needs to be in place.
- Suggest that a residential tenancy agreement is put in place with the staff member occupying the property that is rented from the real estate property agent.
- There are limited other contracts and agreements currently in place.
- More often than not the agreements in place with sporting and community organisations are vague in nature, expired or simply do not exist. It would be good practise to regularly review such agreements and maintain a register. This register is also helpful where there are annual lease agreements in place that need to be invoiced.

Recommendations

1. Residential Tenancy agreements are in place for all Shire housing.
2. Community lease agreements are reviewed on a regular basis.
3. Look at establishing contracts for some of the Shire's more significant suppliers/contractors

Management Comments

Agreed

Budget

Methodology & Approach

The budget process was examined to ensure all the required information as outlined in the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996 were adopted by Council.

Findings

- The 2019/20 Budget was adopted prior to 31 August 2019.
- Proposed expenditure to be incurred by the Shire was included in the budget.
- Information on Rates & Interest Charges were included in the budget.
- Fees & Charges were adopted with the budget.
- New borrowings proposed for the year were documented.
- There were no proposed land transactions or trading undertakings.
- The annual budget was adopted by Absolute Majority.
- A copy of the budget was forwarded to the Department of Local Government, Sport & Cultural Communities within 30 days of being adopted.

Observations

Section 6.2 of the Local Government Act 1995 outlines the requirements when preparing an annual budget.

Part 3 of the Local Government (Financial Management) Regulations 1996 provides more specific details of the content to be included in preparing the annual budget document.

Recommendations

Nil

Management Comments

Agreed

General Journals

Methodology & Approach

General journals were reviewed to see if they were authorised, had supporting documentation, and reviewed by a senior staff member.

Findings

- General journals processed in the 2019/20 financial year were well documented.
- General journals processed relating the 2018/19 financial year need to be reviewed and signed off by a senior staff member.
- Sufficient supporting documentation was provided to explain the purpose of the journal being processed.

Observations

- General journals are considered as one of the most likely ways of hiding fraudulent activities.
- The Office of Auditor General raised general journals in several audit opinions for the 2018/19 financial year.
- It is good practise to limit the number of staff processing journals in a small organisation.
- When processing general journals supporting documentation explaining the purpose of the journal is key.

Recommendations

1. All journals continue to be reviewed and signed off by a senior staff member.
2. Provide as much supporting documentation as possible for the journal being processed.

Management Comments

Agreed

Bank Reconciliations

Methodology & Approach

Bank reconciliations were reviewed to see if they were completed in a timely manner, reconciled, and reviewed by a senior staff member.

Findings

- Reconciliations are being completed in a timely manner and reconciled for the review period
- All reconciliations have been reviewed and signed by an independent person

Observations

- It is important that bank reconciliations are completed in a timely manner so that data for those months is reflected in the monthly financial reports.
- Reconciliations should be regularly completed and reviewed by an independent person.

Recommendations

Nil

Management Comments

Agreed

Credit Card

Methodology & Approach

Credit card reconciliations were reviewed to see if they were completed in a timely manner, reconciled, and reviewed by a senior staff member. Individual transactions were checked to ensure they were business related, allocated correctly to the general ledger and GST components calculated correctly.

Findings

- Reconciliations were being completed on a regular basis and reconciled.
- Credit card statements were being reviewed by a person independent of the card holder.
- Credit card transactions all appeared to be business related.
- All transactions had supporting documentation.
- Credit Card limits for cardholders are in line with Council Policy 2.9 – Credit Cards
- GST had been claimed on an invoice where GST was not applicable.

Observations

- Only by nature of credit cards being highlighted scrutinised, rather than the severity of the findings highlighted, has this been assigned a “moderate” rating.
- Credit card transactions are now being reviewed to ensure GST is calculated correctly.
- DCEO & CEO are currently the 2 people that review and sign off on the credit card. In my experience, having the President sign off on the CEO's credit card is good practise as it adds a 3rd person to the review process.

Recommendations

1. CEO to review and sign off on staff credit cards.
2. President to sign off on CEO's credit card.

Management Comments

Agreed

Investments

Methodology & Approach

Investments were reviewed to ensure compliance with the Local Government (Financial Management) Regulations 1996.

Findings

- The Shire has an Investment Policy in place.
- Investments are being made in accordance with the Investment Policy.
- Amounts invested are currently not documented as to what terms the funds are being invested for.

Observations

- A local government is to establish and document internal procedures to ensure control over investments as per Regulation 19 of the Local Government (Financial Management) Regulations 1996.
- Some local governments will limit the amount of investments at any one institution to reduce the risk of funds invested at any one time.
- Any decision to invest or rollover new funds should be documented. This can be as simple as an email agreeing to the terms of the term deposit to be invested in.

Recommendations

When the Shire invests new funds and/or rolls over existing funds that these agreed terms are documented.

Management Comments

Agreed

Trust

Methodology & Approach

Trust reconciliations were reviewed to see if they were completed in a timely manner, reconciled, and reviewed by a senior staff member.

Findings

- Trust reconciliations have been completed in the 2019/20 financial year.
- The trust reconciles with the subsidiary ledger.
- Reconciliations are being completed in a timely manner
- Amounts have been transferred out of trust into the municipal account.

Observations

- It is important that trust reconciliations are completed in a timely manner.
- The Office of Auditor General issued a positional paper in July 2019 and trusts were a focus for auditors during the 2018/19 financial year.
- Only those monies defined under the Act are to be held in trust (previously all types of bonds & deposits were held in trust).
- Any interest earned on trust funds should be distributed proportionally to those funds held.

Recommendations

Only those monies by definition of section 6.9(3)(a) of the Local Government Act 1995 should be held in trust.

Management Comments

Agreed

Passwords / Security / Storage of Documents

Methodology & Approach

Existing procedures checked to see if appropriate measures were in place for backing up data, storage of data and levels of security.

Findings

- Data is backed up daily.
- Data is also stored at an offsite location
- Passwords for office PC's are changed every 2 months.
- Admin access in Synergy seems to be well managed.

Observations

This is an area of greater focus during audits due to the increased level of internet scams and cyber-crime activity in the last 24 months.

Recommendations

1. Request IT Provider to setup automatic password changes every month.
2. Regularly review and remove any non-active users from Synergy.

Management Comments

Agreed

List of Payments

Methodology & Approach

The process for the Shire making payments from the municipal and trust funds was examined to make sure it was as required as per the Local Government (Financial Management) Regulations 1996.

Findings

- CEO has delegated authority to exercise payments from the municipal and trust funds.
- List of Payments each month conform with the Regulations.
- Payments are presented to Council for approval the month following payment.
- List of Payments endorsed has been recorded in the minutes each month.

Observations

The Financial Management Regulations clearly defines the method for payments being processed;

12. Payments from municipal fund or trust fund, restrictions on making

- (1) A payment may only be made from the municipal fund or the trust fund —
 - (a) if the local government has delegated to the CEO the exercise of its power to make payments from those funds — by the CEO; or
 - (b) otherwise, if the payment is authorised in advance by a resolution of the council.
- (2) The council must not authorise a payment from those funds until a list prepared under regulation 13(2) containing details of the accounts to be paid has been presented to the council.

13. Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.

- (1) If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared —
 - (a) the payee's name; and
 - (b) the amount of the payment; and
 - (c) the date of the payment; and
 - (d) sufficient information to identify the transaction.
- (2) A list of accounts for approval to be paid is to be prepared each month showing —
 - (a) for each account which requires council authorisation in that month —
 - (i) the payee's name; and
 - (ii) the amount of the payment; and
 - (iii) sufficient information to identify the transaction;
 and
 - (b) the date of the meeting of the council to which the list is to be presented.
- (3) A list prepared under subregulation (1) or (2) is to be —
 - (a) presented to the council at the next ordinary meeting of the council after the list is prepared; and
 - (b) recorded in the minutes of that meeting.

Recommendations

That payments tabled for Council endorsement continue to reconcile to the monthly List of Payments.

Management Comments

Agreed

Cash Receipting

Methodology & Approach

Procedures were examined to see if amounts being receipted were consistent with the fees and charges adopted by the Shire, had supporting documentation and where correctly allocated to the general ledger.

Findings

- Amounts receipted were consistent with the Fees & Charges adopted by Council.
- Amounts receipted were correctly allocated to the general ledger.
- GST on receipts was processed correctly.
- Daily receipting was balanced at the end of each day.

Observations

- Adequate receipting measures are in place.
- Ideally there will always be supporting documentation to allow the person receipting money received to correctly allocate these amounts against the debtor previously raised or allocate directly to the general ledger.

Recommendations

Daily receipting reconciliations to be reviewed & signed off by an independent person.

Management Comments

Agreed

Fees & Charges

Methodology & Approach

The process for the Shire adopting Fees & Charges was examined to make sure it was as required as per the Local Government Act 1995.

Findings

- Fees & Charges were adopted with the budget.
- No amendments have been made to the fees & charges adopted in the annual budget.
- New fees or charges introduced in the 2019/20 financial year were adopted by Absolute Majority

Observations

The Local Government Act 1995 outlines the requirements for adopting fees and charges;
 Section 6.16 – Imposition of Fees & Charges
 Section 6.17 – Setting of Fees & Charges
 Section 6.19 – Requirement to advertise Fees & Charges

Recommendations

Nil

Management Comments

Agreed

Inventory

Methodology & Approach

Procedures were examined to determine if stock movements were being properly allocated and reconciled to the general ledger.

Findings

- Stocktakes were completed monthly and inventory records are being recorded.
- Stock allocations are being completed in a timely manner.
- Stock is being reconciled to the general ledger.

Observations

- Monthly stocktakes for fuel are being completed
- Fuel allocations are the only stock recorded

Recommendations

1. Monthly stocktakes are completed monthly and reviewed by an independent person, and
2. Data is entered in a timely manner.

Management Comments

Agreed

Annual Financial Report

Methodology & Approach

The Annual Financial Report was examined to ensure all the required information as outlined in the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996 were adopted by Council.

Findings

- The annual financial report was forwarded to the auditors by 30 September.
- The content in the annual financial report complied with the Financial Management Regulations 36-51.
- The Shire forwarded a copy of the annual financial statement to the Department of Local Government, Sport & Cultural Industries within 30 days of receipt of the auditor's report.
- The auditor's report was received after 31 December.

Observations

The Local Government Act clearly states that the auditor's report must be received by 31 December each financial year.

7.9. Audit to be conducted

- (1) An auditor is required to examine the accounts and annual financial report submitted for audit and, by the 31 December next following the financial year to which the accounts and report relate or such later date as may be prescribed, to prepare a report thereon and forward a copy of that report to —
 - (a) the mayor or president; and
 - (b) the CEO of the local government; and
 - (c) the Minister.

While the Shire did not receive a copy of the auditor's report it could be argued that this was out of the control of the Shire with the information requested by the auditors being provided in a timely manner to allow this to happen.

Recommendations

Nil

Management Comments

Agreed

Bank Accounts

Methodology & Approach

Bank accounts were examined to ensure separate accounts were maintained as prescribed in the Local Government (Financial Management) Regulations 1996.

Findings

- The Shire has a municipal bank account.
- There is a separate bank account held for trust funds.
- Non-related trust funds have been transferred into the Shire's municipal account.
- Reserve funds are held separately on a term deposit.

Observations

The Financial Management Regulations outlines that separate bank accounts need to be maintained for municipal, trust and reserve funds.

8. Separate bank etc. accounts required for some moneys

- (1) A local government is to maintain a separate account with a bank or other financial institution for each of the following purposes —
 - (a) money required to be held in the municipal fund (other than money for which an account is to be established under paragraph (c)); and
 - (b) money required to be held in the trust fund; and
 - (c) money required to be held in reserve accounts.

As Regulation 8(1)(b) currently stands, many local governments will no longer be holder funds in trust but will still be required to have a separate bank account for such funds.

Recommendations

Nil

Management Comments

Agreed

Related Parties

Methodology & Approach

The Shire's processes were examined to look at the levels of reporting for Related Party Disclosures as per Australian Accounting Standard AASB 124.

Findings

- There are clear instances where related party transactions have taken place.
- The Shire are updating related party information on a quarterly basis.
- Related party transactions are well documented.

Observations

The current levels of reporting for Related Party Disclosures is excellent and the measures have been taken to ensure there is a clear separation when specific contractors have been engaged by the Shire.

Recommendations

Nil

Management Comments

Agreed

Reserves

Methodology & Approach

Reserves were examined to ensure all the required information as outlined in the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996 were adopted by Council.

Findings

- Reserve funds are held separately on a term deposit.
- The Shire has a policy specifically for purpose & funding of reserve accounts
- There is also a separate policy on reserve fund interest
- The Community & Sporting Group Reserve established during the financial year was resolved by Council at the December Ordinary Council Meeting.
- Transfers to and from reserves were shown in the statutory budget
- Details outlining the purpose of the reserves were shown in the statutory budget

Observations

The Financial Management Regulations outline specific information in relation to reserve accounts.

17. Reserve accounts, title of etc.

- (1) A reserve account is to have a title that clearly identifies the purpose for which the money in the account is set aside.

18. When local public notice not required for change of use of money in reserve account (Act s. 6.11(3)(b))

A local government is not required to give local public notice of a proposed change of use of money in a reserve account —

- (a) where the money is to be used to meet expenditure authorised by the mayor or president under section 6.8(1)(c); or
- (b) where the total amount to be so used does not exceed \$5 000 in a financial year; or
- (c) where each of the following conditions is satisfied —
 - (i) a decision to change the use of the money is made while there is in force a state of emergency declaration applying to the district, or part of the district, of the local government;
 - (ii) the local government considers that the change of use is required to address a need arising from the hazard, or from the impact or consequences of the hazard, to which the state of emergency declaration relates;
 - (iii) the decision and the reasons for it are recorded in the minutes of the meeting at which the decision is made.

There has been general discussion regarding the need to have as many reserve accounts as currently held by the Shire. Similarly, I have also discussed the merit in establishing a generic Infrastructure Reserve account. Council would need to implement the above processes to either transfer funds from existing reserves or establishing a new reserve.

Recent amendments to the Financial Management Regulations in light of the COVID-19 pandemic now mean that local public notice is not required for a proposed change of use of money in a reserve account where a state of emergency has been declared as per Regulation 18(c)(ii).

Recommendations

Nil

Management Comments

Agreed

● Receivables

Methodology & Approach

Sample testing was completed to follow the complete process from raising an invoice, collecting the debt, and receipting the amount outstanding into the bank.

Findings

- A template to raise debtor requests was consistently used.
- The request to raise the invoice had been authorised.
- The Shire has a policy relating to the collection of rates & sundry debtors.

Observations

The Shire do not seem to have any issues with debt collection.

Recommendations

Nil

Management Comments

Agreed

● Borrowings

Methodology & Approach

Reserves were examined to ensure all the required information as outlined in the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996 were adopted by Council.

Findings

- New borrowings were shown in the statutory budget
- Details outlining the purpose of the funds being borrowed including estimated opening and closing balances and amounts to be used during the year were disclosed in the Annual Budget
- Details outlining the purpose of the funds being borrowed including actual opening and closing balances and amounts used during the year were disclosed in the Annual Financial Report.

Observations

- Regulation 29 outlines information required on borrowing in the Annual Budget
- Regulation 48 outlines information required on borrowing in the Annual Financial Report
- The Moore Stephens template for the Annual Budget & Annual Financial Report addresses Regulations 29 & 48

Recent amendments to the Financial Management Regulations in light of the COVID-19 pandemic now mean that local public notice is not required for a proposed change of use of money in a reserve account where a state of emergency has been declared as per Regulation 18(c)(ii).

Recommendations

Nil

Management Comments

Agreed

9.2.7 Bushfire Risk Management Plan 2020 – 2025

Applicant:	N/A
File Ref. No:	ADM080
Disclosure of Interest:	Nil
Date:	10 th June 2020
Author:	Gary Sherry
Attachments:	9.2.7A Bushfire Risk Management Plan 2020 – 2025

Summary

Council is to consider Council is asked to endorse a Shire of Cuballing Bushfire Risk Management Plan 2020 – 2025.

Background

The Bushfire Risk Management Planning Program is a state-wide program led by the Department of Fire and Emergency Services (DFES) to support local governments to develop and implement an integrated bushfire risk management planning framework in Western Australia for their local area.

The Program:

- was initiated in 2013 to address recommendations made by *A Shared Responsibility: the Report of the Perth Hills Bushfire February 2011 Review* (the Keelty Report);
- supports agencies to fulfil their responsibilities under the State Hazard Plan for Fire (Westplan Fire) and State Emergency Management Policy 2.9 Management of Emergency Risks by developing a bushfire risk management plan for local government areas with significant bush fire risk;
- aims to reduce bushfire risks across local government areas by identifying assets at risk and assigning treatment options that are best suited to the local community and environment;
- was piloted in four local governments between February and July 2014 to prove the framework and tools, inform development of a software solution and confirm the ongoing support requirements for extension of the Program to additional local governments.
- has been progressively implemented by DFES across higher priority local government areas since late 2015.

Under the State Hazard Plan for Fire (Westplan Fire) an integrated Bushfire Risk Management (BRM) Plan is to be developed for local government areas with significant bushfire risk. The Shire of Cuballing has areas of such risk.

The aim of the BRM Plan is to document a coordinated and efficient approach toward the identification, assessment and treatment of assets exposed to bushfire risk within the Shire of Cuballing. Specifically, the objectives of the BRM Plan are to:

- Guide and coordinate a tenure blind, multi-agency bushfire risk management program over a five year period;
- Document the process used to identify, analyse and evaluate risk, determine priorities and develop a plan to systematically treat risk;

- Facilitate the effective use of the financial and physical resources available for bushfire risk management activities;
- Integrate bushfire risk management into the business processes of local government, land owners and other agencies;
- Ensure there is integration between land owners and bushfire risk management programs and activities;
- Monitor and review the implementation of treatments to ensure treatment plans are adaptable and risk is managed at an acceptable level

Comment

The Shire of Cuballing has now completed a draft Shire of Cuballing Bushfire Risk Management Plan (BRMP) outlining a strategy to reduce bushfire related risk across all land tenures within the district. The draft BRMP is included at Attachment 9.2.7A.

The draft BRMP documents a coordinated and efficient approach towards identifying assets at risk from bushfire and their priority for treatment, which will be documented within a comprehensive Treatment Schedule that is currently being drafted.

The Treatment Schedule will set out a broad program of coordinated multi-agency treatments to address risks identified in the BRMP” to help reduce the risk of bushfire to an acceptable level.

The draft Shire of Cuballing BRMP was endorsed by the Office of Bushfire Risk Management (OBRM) on 27th May 2020 confirming that the document meets the standards required in accordance with ISO 31000 and the “Bushfire Risk Management Planning – Guidelines for Preparing a Bushfire Risk Management Plan” (Guidelines).

The identification of assets and calculation of bushfire risk has been conducted utilising the DFES specialist software Bushfire Risk Management System (BRMS). This software allows assets to be mapped in a Geographical Information System (GIS) and then completes an individual risk assessment based on the data entered.

Assets can be grouped with adjoining assets of the same category and with the same risk, to simplify the assessment process. There are four categories of assets available, being Human Settlement, Economic, Environmental and Cultural.

Within six months of adoption, the Shire of Cuballing is required to finalise the Treatment Schedule in the BRMS and provide written notification to OBRM.

As per the Guidelines, at the end of each financial year the Shire of Cuballing will be required to prepare and submit a report to OBRM detailing progress against the BRM Plan.

Strategic Implications

Shire of Cuballing Community Strategic Plan 2017-2027

SOCIAL - Our Community, Neighbourhoods, Recreation and Culture.

Goals

- A safe community where residents feel secure and comfortable at home, work and play.

	Strategy	Outcome
1.3	Encourage and support volunteers and community groups.	Active and growing volunteer and community groups.
1.7	Create and maintain a safe environment for the community.	A feeling of safety within our neighbourhoods and a sense of being looked out for.

Statutory Environment – Nil

Policy Implications

There may be components of Council Policy that will require review to ensure a consistency between the policy and the BRM Plan. This review can occur in time.

Financial Implications

Once completed there will be a requirement within the BRM Plan for Council report to DFES on the progress made towards implementation of the BRMP. With an approved BRM Plan, Council will become able to access further funding to implementation of aspects of the Plan.

Economic Implication – Nil

Social Implication

Fire risk is significant risk and fear in the Shire of Cuballing community.

Environmental Considerations – Nil

Consultation

Shire of Narrogin, Peter Cupitt, Bushfire Risk Planning Coordinator
DFES, Donna Morgan, Bushfire Risk Management Officer
DFES, Office of Bushfire Risk Management

Options

Council may resolve:

1. the Officer's Recommendation; or
2. to defer and seek further information prior to a future consideration. Any amendment will require endorsement of OBRM to ensure compliance with the Guidelines.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That Council endorses the Shire of Cuballing Bushfire Risk Management Plan 2019 – 2024 included at Attachment 9.2.7A.



Bushfire Risk Management Plan

2020 – 2025

DRAFT V0.14

Office of Bushfire Risk Management (OBRM) Bushfire Risk Management (BRM) Plan reviewed

27th May 2020

Local Government Council BRM Plan endorsement XX Month 20XX

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Document Control

Document Name	Bushfire Risk Management Plan	Current Version	
Document Owner	Shire of Cuballing CEO	Issue Date	DD/MM/YYYY
Document Location	Shire Office	Next Review Date	DD/MM/YYYY

Document Endorsements

The Shire of Cuballing Council endorses that the Bushfire Risk Management Plan (BRM Plan) has been reviewed and assessed by the Office of Bushfire Risk Management as compliant with the standard for bushfire risk management planning in Western Australia, the *Guidelines for Preparing a Bushfire Risk Management Plan*.

The Shire of Cuballing is the owner of this document and has responsibility, as far as is reasonable, to manage the implementation of the BRM Plan and facilitate the implementation of bushfire risk management treatments by risk owners.

The endorsement of the BRM Plan by the Shire satisfies their endorsement obligations under section 2.2.7 of the *State Hazard Plan for Fire (Interim, Nov 2017)* (formerly *Westplan Fire*).

Local Government	Representative	Signature	Date
Shire of Cuballing	Gary Sherry CEO		

Local Government Disclaimer

In approving this BRM Plan, the Shire of Cuballing is acknowledging the assets that have been identified and the risk ratings and treatment priorities assigned. Endorsement of the plan is a commitment by the Shire to work with land owners and managers to address unacceptable risk within the community. Endorsement of this plan is not committing the Shire to a program of treatment works to be implemented by others, or an acceptance of responsibility for risk occurring on land that is not owned or managed by the Shire.¹

Amendment List

Version	Date	Author	Section

¹ *Guidelines for Preparing a Bushfire Risk Management Plan, November 2015, Page 79*

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1. Introduction

1.1 Background

Under the *State Hazard Plan (Fire)* an integrated Bushfire Risk Management Plan (BRM Plan) is to be developed for local governments identified as having a significant bushfire risk. This BRM Plan has been prepared for the Shire of Cuballing in accordance with the requirements of the *Guidelines for Preparing a Bushfire Risk Management Plan*.

The risk management processes used to develop this BRM Plan are aligned to the key principles of *AS/NZS ISO 31000:2009 Risk management – Principles and guidelines* (AS/NZS ISO 31000:2009), as described in the Second Edition of the *National Emergency Risk Assessment Guidelines* (NERAG 2015). This approach is consistent with the policies of the State Emergency Management Committee.

This BRM Plan is a strategic document that identifies assets at risk from bushfire and their priority for treatment. The resulting 'Treatment Schedule' sets out a broad program of coordinated multi-agency treatments to address risks identified in the BRM Plan. Government agencies and other land managers responsible for implementing treatments participate in developing the BRM Plan to ensure treatment strategies are collaborative and efficient, regardless of land tenure. Treatments will be guided by risk priority, not land tenure, and will not be limited to local government managed lands.

This BRM Plan, as reflected in *Figure 1* below, consists of:

- Bushfire Risk Management Plan
- Communications Strategy (*Appendix 1*)
- Local Government Wide Controls & Multi Agency Work Plan (*Appendix 2*)
- Asset Risk Register (*refer to section 4.2.4*)
- Treatment Schedule (to be completed within 6 months of endorsement of the BRM Plan)

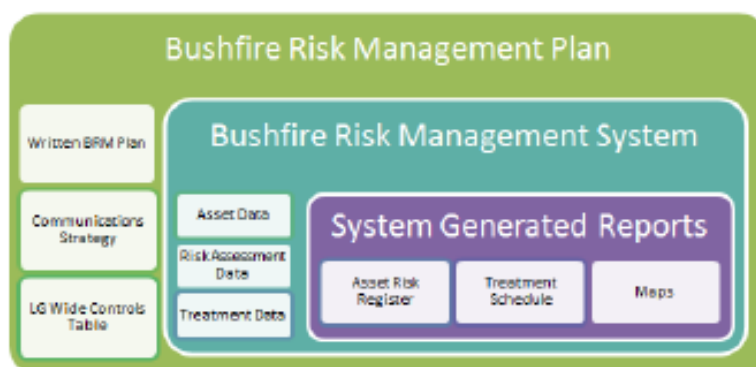


Figure 1: Components of the Bushfire Risk Management Plan ²

Assets, risk assessments and treatment data are stored and maintained in an electronic database – the Bushfire Risk Management System (BRMS). Shire personnel will have access to the Shire's data and are able to produce reports including the *Asset Risk Register* and *Treatment Schedule* as well as maps.

1.2 Aim and Objectives

The aim of the BRM Plan is to document a coordinated and efficient approach toward the identification, assessment and treatment of assets exposed to bushfire risk within The Shire of Cuballing.

² Source: *Bushfire Risk Management Handbook*, Department of Fire and Emergency Services, 2017.

The overarching objective of the BRM Plan is to effectively manage bushfire risk within the Shire of Cuballing to protect people, assets and other things of local value. Additional objectives of this BRM Plan include:

- Guide and coordinate a tenure blind, multi-agency bushfire risk management program over a five-year period;
- Document the process used to identify, analyse and evaluate risk, determine priorities and develop a plan to systematically treat risk;
- Facilitate the effective use of the financial and physical resources available for bushfire risk management activities;
- Integrate bushfire risk management into the business processes of local government, land owners and other agencies;
- Ensure there is integration between land owners and bushfire risk management programs and activities;
- Monitor and review the implementation of treatments to ensure treatment plans are adaptable and risk is managed at an acceptable level.

1.3 Legislation, Policy and Standards

The following legislation, policy and standards were applicable in the development and implementation of the BRM Plan.

1.3.1 Legislation

- *Aboriginal Heritage Act 1972*
- *Building Act 2011*
- *Bush Fires Act 1954*
- *Bush Fires Regulations 1954*
- *Conservation and Land Management Act 1984*
- *Country Areas Water Supply Act 1947*
- *Emergency Management Act 2005*
- *Emergency Management Regulations 2006*
- *Environmental Protection Act 1986*
- *Environmental Protection and Biodiversity Conservation Act 1999 (Cth)*
- *Fire and Emergency Service Act 1998*
- *Fire Brigades Act 1942*
- *Metropolitan Water Supply, Sewerage and Drainage Act 1909*
- *Planning and Development (Local Planning Scheme) Regulations 2015*
- *Wildlife Conservation Act 1950*

1.3.2 Policies, Guidelines and Standards

- AS 3959-2009 Construction of buildings in bushfire-prone areas
- AS/NZS ISO 31000:2009 - Risk Management – Principles and Guidelines
- Building Protection Zone Standards (DFES)
- Bushfire Risk Management Planning – Guidelines for preparing a Bushfire Risk Management Plan (2015)
- Firebreak Location, Construction and Maintenance Guidelines (DFES)
- Guidelines for Planning in Bushfire Prone Areas (2015)
- Guidelines for Plantation Fire Protection (DFES 2011)
- National Emergency Risk Assessment Guidelines (NERAG) (Second Edition 2015)
- State Emergency Management Policy 2.5 – Local Arrangements
- State Emergency Management Policy 3.2 – Emergency Risk Management Planning
- State Emergency Management Preparedness Procedure 7 – Local Emergency Management Committee (LEMC)

- State Emergency Management Preparedness Procedure 8 – Local Emergency Management Arrangements
- State Emergency Management Prevention Procedure 1 – Emergency Risk Management Planning
- State Hazard Plan for Fire (formerly Westplan Fire)
- State Planning Policy 3.4: Natural Hazards and Disasters
- State Planning Policy 3.7: Planning in Bushfire Prone Areas
- Western Australian Emergency Risk Management Guide 2015

1.3.3 Shire of Cuballing References

- Shire of Cuballing Strategic Community Plan 2017 – 2027
- Shire of Cuballing Local Emergency Management Arrangements 2016
- Shire of Cuballing Local Planning Strategy - June 2019
- Shire of Cuballing - Annual Fire Break Notice
- Shire of Cuballing - Integrated Workforce Plan 2017-2021
- Assessment of the Conservation value of roadside vegetation in the Shire of Cuballing (1998)
- Shire of Cuballing - Bushfire Prone Planning
- Cuballing Bridge Inventory (Main Roads Sept 2017)
- Local Planning Strategy Bushfire Hazard Level Assessment Nov 2016
- Dryandra Woodland Management Plan No 70 2011

1.3.4 Other Related Documents

- National Strategy for Disaster Resilience
- National Statement of Capability for Fire and Emergency Services (AFAC 2015)
- Public Service Circular No. 88 Use of Herbicides in Water Catchment Areas (Dept. of Health 2007)
- Code of Practice for Timber Plantations in Western Australia (Forest Products Commission 2014)

2. The Risk Management Process

The risk management processes used to identify and address risk in this BRM Plan are aligned with the international standard for risk management, AS/NZS ISO 31000:2009, as described in NERAG (2015). This process is outlined in Figure 2 below.

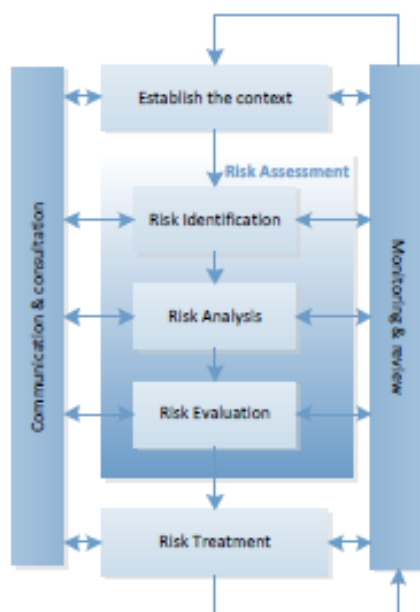


Figure 2 – An overview of the risk management process³

2.1 Roles and Responsibilities

The roles and responsibilities of the key stakeholders involved in the development of the BRM Plan are outlined in Table 1.

Table 1 – Roles and Responsibilities

Stakeholder Name	Roles and Responsibilities
Local Government	<ul style="list-style-type: none"> As custodian of the BRM Plan, coordination of the development and ongoing review of the integrated BRM Plan. Negotiation of commitment from land owners to treat risks identified in the BRM Plan. As treatment manager, implementation of treatment strategies. As part of the approval process, submission of the draft BRM Plan to the Office of Bushfire Risk Management (OBRM) to review it for consistency with the Guidelines. As part of the approval process, submission of the final BRM Plan to council for their endorsement and adoption.
Department of Fire and Emergency Services (DFES)	<ul style="list-style-type: none"> Participation in and contribution to the development and implementation of BRM Plans, as per their agency responsibilities as the Hazard Management Agency for fire. Support to local government through expert knowledge and advice in relation to the identification, prevention and treatment of bushfire risk. Facilitation of local government engagement with state and federal government agencies in the local planning process.

³ Source: AS/NZS ISO 31000:2009, Figure 2, reproduced under SAI Global copyright Licence 1411-c083.

Stakeholder Name	Roles and Responsibilities
	<ul style="list-style-type: none"> Undertake treatment strategies, including prescribed burning on behalf of Department of Lands for Unmanaged Reserves and Unallocated Crown Land within gazetted town site boundaries. In accordance with Memorandums of Understanding and other agreements, implementation of treatment strategies for other landholders. Ensure bushfire risk is managed in accordance with AS/NZS ISO 31000 and reporting on the state of bushfire risk across Western Australia. Review BRM Plans for consistency with the Guidelines prior to final endorsement by council.
Department of Biodiversity, Conservation and Attractions - Parks and Wildlife Service (PWS)	<ul style="list-style-type: none"> Participation in and contribution to the development and implementation of BRM Plans. Providing advice for the identification of environmental assets that are vulnerable to fire and planning appropriate treatment strategies for their protection. As treatment manager, implementation of treatment strategies on department managed land and for Unmanaged Reserves (UMR) and Unallocated Crown Land (UCL) outside gazetted town site boundaries. In accordance with Memorandums of Understanding and other agreements, implementation of treatment strategies for other landholders.
Other State and Federal Government Agencies	<ul style="list-style-type: none"> Assist the local government by providing information about their assets and current risk treatment programs. Participation in and contribution to the development and implementation of BRM Plans. As treatment manager (where applicable), identification and implementation of treatment strategies.
Public Utilities	<ul style="list-style-type: none"> Assist the local government by providing information about their assets and current risk treatment programs. Participation in and contribution to the development and implementation of BRM Plans. As treatment manager, implementation of treatment strategies.
Corporations and Private Land Owners	<ul style="list-style-type: none"> Assist the local government by providing information about their assets and current risk treatment programs. Participation in and contribution to the development and implementation of BRM Plans and Treatment Schedules. As land owner/treatment manager, identification and implementation of treatment strategies.
Other Stakeholders	<ul style="list-style-type: none"> Participation in and contribution to the development and implementation of BRM Plans and Treatment Schedules. Providing advice for the identification of assets that are vulnerable to fire. Providing advice on appropriate treatment strategies for asset protection.

2.2 Communication & Consultation

As indicated in Figure 2, communication and consultation throughout the risk management process is fundamental to the preparation of an effective BRM Plan. To ensure appropriate and effective communication occurred with relevant stakeholders in the development of the BRM Plan, a *Communication Strategy* was prepared. This is provided at *Appendix 1*.

3. Establishing the Context

3.1 Description of the Local Government and Community Context

3.1.1 Strategic and Corporate Framework

The Shire of Cuballing's vision is *"Cuballing is a progressive, diverse and caring community, with access to modern services and infrastructure, in a unique part of the world."*⁴ and the mission is *"To provide the leadership, facilities, infrastructure and services that will serve the needs of our community."*⁵ A key element of this is ensuring that the bushfire risk is managed to reduce impacts on life, critical infrastructure and services as well as ensuring the preparation and resilience of communities to fire events.

The Shire of Cuballing's values are:

- Transparency – by being open and accountable
- Honesty – by acting with integrity and building trust.
- Respect – by being tolerant, helpful and showing empathy and care for others.
- Dedication – in the continual pursuit of excellence
- Proactivity – through forward thinking and being positive.
- Cohesiveness – through teamwork, unity and shared ownership.⁶

The Shires commitment to these values are reflected throughout this document and are contextualised against each of the key result areas discussed below.

The Shire's Key Strategic Themes which support the delivery of the Vision, Mission and Values outline the Shire's commitment to community safety, risk management and effective management of the environment and natural resources. The following key result areas, activities and objectives are identified as having direct relevance to the objectives of this BRM Plan:

Social: - Our community, neighbourhoods, recreation and culture

- A healthy and caring community which has a strong support base for all ages and abilities
- A safe community where residents feel safe secure and comfortable at home, work and play.

Key Results - Social Theme;

- Strategy 1.3 – Encourage and support volunteers and community groups.
 - Outcome – Active and growing community Groups
- Strategy 1.7 – Create and maintain a safe environment for the community.
 - Outcome – A feeling of safety within our neighbourhoods and a sense of being looked out for.

In the context of the BRM Plan, the Shire recognises and values the efforts and dedication of the members of the local volunteer emergency services brigades and is committed to providing the necessary support and resources to enable them to respond to bushfires as safely as possible

Environment: - Our environment, resource management and services

- Valuing our unique environment and ensuring the natural resources within the Shire are recognised as an important asset and managed in a suitable way.
- Recognising the environmental and recreational value of Council reserves and managing them in a way that will preserve them for future generations to enjoy.

⁴ Shire of Cuballing Strategic Community Plan 2017 - 2027

⁵ Shire of Cuballing Strategic Community Plan 2017 - 2027

⁶ Shire of Cuballing Strategic Community Plan 2017 - 2027

- Aiming for the equitable and sustainable development of land within the Shire of Cuballing that provides a genuinely desirable lifestyle.

Key Results - Environmental Theme;

- Strategy 2.1 – Protect, restore and enhance the Shire’s natural assets.
 - Outcome – An environment which is effectively managed for future generations and for the intrinsic value of its biodiversity.
- Strategy 2.2 – Educate the community on ways to use our environment responsibly and build environmental awareness.
 - Outcome – A community which values and respects the environment.

In the context of this BRM Plan, the Shire of Cuballing is committed to addressing fire risks and working with stakeholders to reduce this risk and will do so in a way to minimise negative impacts upon the environment.

Economic: Our economy, infrastructure, systems, services and management

- Community infrastructure and services delivered in a timely manner, are well utilised, effective and meet the community standards.
- Transport systems are functional, efficient, economical and safe, coupled with continuous improvement to meet the safety and amenity needs of the community.
- Managing community assets in a whole of life and economically sustainable manner.

Key Results - Economic Theme;

- Strategy 3.2 – Ensure essential services and infrastructure are aligned to the community needs now and in the future.⁷
 - Outcome – Services and infrastructure which meet the needs of the broadest community and responds to changing priorities.

In the context of this BRM Plan, the Shire of Cuballing is committed to ensuring land and infrastructure developments reflect best practice fire mitigation principles.

Governance and Organisation: Our Council, services, policies and engagement

- Governance structures that ensure accountable, transparent and ethical decision making.
- A council that proactively engages with all elements of its community to make decisions that reflect positively on the future of the Shire of Cuballing.

Key Results - Governance and Organisational Theme;

- Strategy 4.1 – Councillors provide strong and visionary leadership
 - Outcome – A clear direction for the future
- Strategy 4.3 – Ensure open and consistent communication between the Shire and the community
 - Outcome – The community is aware of council decisions and activities.
- Strategy 4.4 – Actively engage with the community to inform decision making and improve conversations within the community.
 - Outcome – The community have a variety of opportunities to be involved and are able to make meaningful contributions to decision making.⁸

In the context of this BRM Plan, the Shire of Cuballing is committed to engaging with the community and stakeholders on matters related to bushfire risk management and maintaining compliance with bushfire related legislation including the responsible expenditure of any mitigation grant funding.

⁷ Shire of Cuballing Strategic Community Plan 2017 - 2027

⁸ Shire of Cuballing Strategic Community Plan 2017 - 2027

The size of the Shire's structure and available funding does not support a role specifically allocated to Emergency Management. It has been determined that this responsibility will be delegated by the Chief Executive Officer as appropriate. Tasks may be delegated to the Chief Bush Fire Control Officer (CBFCO), which is a volunteer position appointed by the Shire in accordance with the *Bush Fires Act 1954*. The following table 2, reflects the functions and positions within the Shire of Cuballing critical to the successful achievement of the objectives of this BRM Plan.

Table 2 – Functions/positions within Shire of Cuballing critical to this Bushfire Risk Management Plan

Function	Roles
Shire of Cuballing Leadership Team	<ul style="list-style-type: none"> ▪ Oversight of the implementation, monitoring and review of the Bushfire Risk Management Plan ▪ Sourcing and approving funding and expenditure ▪ Monitoring the implementation of agreed treatments ▪ Liaison with key stakeholders ▪ Participation on Local Emergency Management Committee (LEMC) ▪ Management of the release of BRMS Plan and BRMS data
Person/s Tasked with Emergency Management within the Shire Administration Team	<ul style="list-style-type: none"> ▪ Develop practices for fire management on LG, UCL and UMR land ▪ In consultation, planning annual schedule of works ▪ Build knowledge and understanding of fire management practices within the community ▪ Participation on Bushfire Advisory Committee (BFAC) ▪ Support bushfire meetings and committees ▪ Oversee burning programs and support from local brigades ▪ Contributing to treatment planning ▪ Negotiating with stakeholders
Chief Bushfire Control Officer	<ul style="list-style-type: none"> ▪ Oversee burning programs and support from local brigades ▪ Contributing to treatment planning ▪ Negotiating with stakeholders ▪ Fire breaks inspection and enforcement ▪ Participation on Bushfire Advisory Committee (BFAC)
Shire of Cuballing Works Department	<ul style="list-style-type: none"> ▪ Contributing to treatment planning ▪ Undertake planned works
Shire of Cuballing Town Planning	<ul style="list-style-type: none"> ▪ Ensure adherence to building codes and planning scheme ▪ Bushfire prone mapping
Shire of Cuballing Finance Department	<ul style="list-style-type: none"> ▪ Accessing and managing grants and funding

NOTE: Some functions outlined above may be fulfilled through the employment of contract personnel

The Shire's Local Emergency Management Committee (LEMC) and Bushfire Advisory Committee (BFAC) are identified as key stakeholders in the development, implementation and review of the BRM Plan. Their input and advice are critical to the bushfire risk management process and will provide an important forum for consultation, joint-agency partnerships and the resolution of local issues affecting bushfire risk management. The Local Emergency Management Arrangements reflect bushfire as a high risk within the Shire of Cuballing.

The BRM Plan will assist by improving the community's awareness of bushfire risk and planned treatment activities. Identification of treatment priorities will assist the Shire's forward planning and budgeting for treatment activities related to bushfire risk within the BRM Plan area.

The Shire has a scheduled annual works program and proactively addresses risks identified on Shire managed land, within their budgetary constraints. An advantage of the Shire's structure currently, is that the Works Supervisor also holds the position of Chief Bush Fire Control Officer (CBFCO). The benefit being that considerations around bushfire preparedness, prevention, response and recovery are more readily embedded into the Shire's daily business.

The following challenges have been identified for the Shire, all of which have the potential to impact the objectives of this BRM Plan, consequently special consideration should be given to these matters during the life of this plan:

- Changes to agricultural practices
- Aging population
- Attraction and retention of residents impacting succession planning within the emergency services volunteer brigades
- Vulnerable groups, such as the elderly, itinerant workers and recreational visitors
- The volume of traffic moving through the Shire along known ignition routes
- Telecommunications network and phone coverage

The challenges outlined above, and the priority areas detailed below, together with the actions being undertaken by the Shire in relation to these challenges and priorities, are referenced further in this document.

The Shire has identified several priority areas that need to be considered in the bushfire risk planning processes both in the context of this BRM Plan and beyond. These include:

- The risk of fire travelling along waterways in and around the more populated areas of the shire
- Limitations of water access particularly in the Popanyinning townsite with water pressure issues and long delays in turnaround times when refilling
- Bridges have been identified as a significant risk due to the replacement cost and the potential economic impact if transport routes are interrupted for extended periods. The Bridges in the Shire are predominantly timber construction
- Management of unallocated crown land (UCL) and unmanaged reserves (UMR) both within and outside town boundaries
- Management of reserves around the town boundary
- Vegetation in and around telecommunications and public utility infrastructure such as the communications towers, water pipeline, pumping station and the railway
- Road reserves, particularly as shire statistics reflect these are known fire ignition points

These priority areas have been identified from matters raised through corporate governance processes such as Council, Local Emergency Management Committee, Bushfire Advisory Committee and local knowledge. The location of assets in relation to vegetation and their importance for the Shire's response and recovery activities have driven these risks.

3.1.2 Location, Boundaries and Tenure

The Shire of Cuballing is in the south-west interior of Western Australia within the Wheatbelt Region as depicted in Figure 3. The Shire is situated in pleasant and undulating broad acre farming country. The Shire is located 192km southeast from Perth and covers an area of 1195 km².



Figure 3: The location of the Shire of Cuballing within the State of WA ⁹

The Shire's main townsites are Cuballing and Popanyinning with a smaller settlement in Yornaning, these are shown in Figure 4.

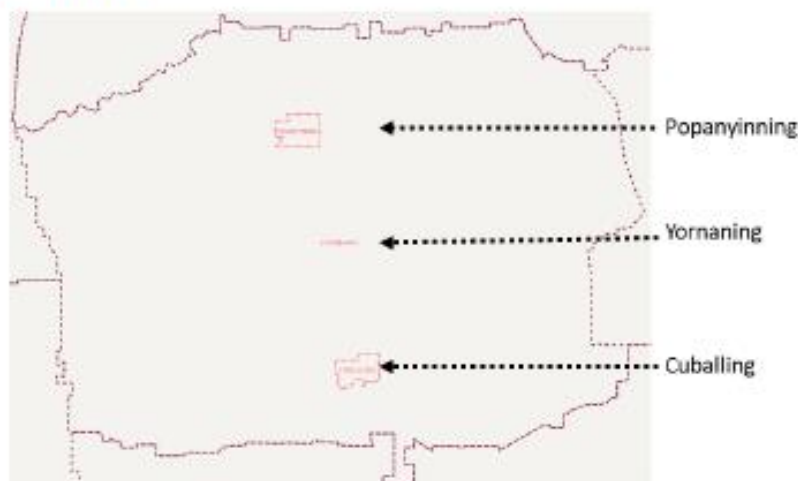


Figure 4– Map showing the locality of the townsites within the Shire of Cuballing ¹⁰

The Shire of Cuballing includes the localities of Wardering, Commodine, Townsendale, Stratherne, East Popanyinning, West Popanyinning, Lol Gray, Dryandra and Contine.

Adjoining local government authorities include the Shires of Narrogin, Wandering, Pingelly, Wickpin and Williams. Refer to Figure 5 below:

⁹ Source: Shire of Cuballing Strategic Community Plan 2017 - 2027

¹⁰ Source: DFES Bushfire Risk Management System



Figure 5: Map reflecting the Shires adjoining the Shire of Cuballing¹¹

An overview of the Shires land tenure and management are shown in Table 3. The Shire is made up of a mosaic of land tenures. Fires may impact on multiple tenures and move through various land uses. Table 3 reflects 86.1% of land tenure is private ownership with the majority of this used for agricultural purposes, predominantly broad acre farming. Approximately 61% of the Shire of Cuballing is arable land.¹² The private land holdings are predominantly owned by local families with fewer landowners owning larger parcels of land. Some of the challenges related to this include:

- If one landholder does not act in accordance with the Shires bylaws this can increase the risk to other landowners, particularly those on adjoining properties
- The loss of one farm can have significant economic and social implications for the Shire
- There needs to be consideration given to balancing the impacts of mitigation and risk reduction in the context of productivity and associated costs

Table 3 – Overview of Land Tenure and Management within the Shire of Cuballing¹³

Land Manager	% of Plan Area
Shire of Cuballing	0.3
Department of Planning, Lands and Heritage and other government agencies	0.6
Department of Biodiversity, Conservation and Attractions	13
Private (<i>predominantly agricultural holdings</i>)	86.1
Total	100

The following diagram, Figure 6, reflects the distribution of the different land tenure through the Shire of Cuballing.

¹¹ Source: DFES Bushfire Risk Management System

¹² Department of Primary Industry and Regional Development

¹³ Source: Department of Fire and Emergency - Services Geographical Information Systems Section using SLIP data

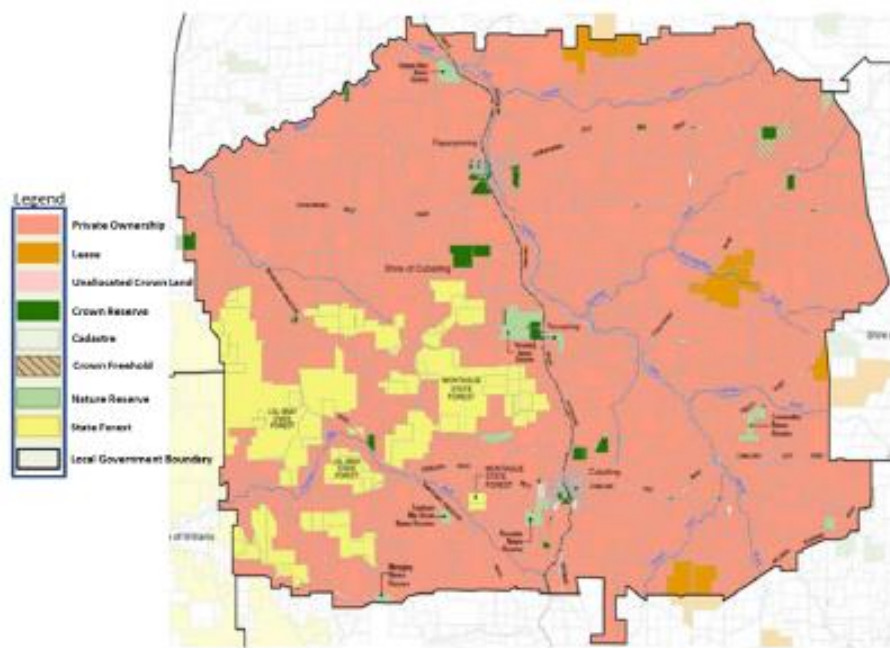


Figure 6: The Shire of Cuballing Land Tenure¹⁴

Unallocated Crown Land (UCL) and Unmanaged Reserves (UMR) constitutes less than 0.1% of the total land tenure within the Shire. UCL/UMR located within the townsites are managed by the Department of Fire and Emergency Services with UCL/UMR located outside of the townsites managed by the Department of Biodiversity, Conservation and Attractions (DBCA). These management arrangements result from a memorandum of understanding (MOU) with the WA Department of Lands.

Effective UCL/UMR Management within the Shire of Cuballing is necessary as UCL/UMR forms the rural-urban interface (RUI) and the vegetation on UCL/UMR is a significant driver of the Shire's bushfire risk. A strong relationship has already been developed between the Shire, DFES and DBCA in recognition of the bushfire risk posed by UCL/UMR.

Figure 7 reflects the location of UCL/UMR across the Shire whereas Figures 8, 9 and 10 show the location of the UCL/UMR within the townsites of Popyning, Yornaning and Cuballing respectively.



Figure 7: The location of UCL/UMR within the Shire of Cuballing¹⁵

¹⁴ Source: Shire of Cuballing Local Planning Strategy

¹⁵ Source: DFES Bushfire Risk Management System



Figure 8: The location of UCL/UMR within the Townsite of Popanyinning¹⁶



Figure 9: The location of UCL/UMR within the Townsite of Yornaning¹⁷



Figure 10: The location of UCL/UMR within the Townsite of Cuballing¹⁸

3.1.3 Population and Demographics

The Shire of Cuballing, located in the Wheatbelt Region of Western Australia, is primarily an agricultural based shire. The Shire of Cuballing has an estimated population of around 897 (ABS-3218.0 *Regional Population Growth, Australia*).

Figure 11 reflects that the majority of the Shire's residents are Australian born (73.4%) with 6.1% emigrating from England, 1.6% from New Zealand and less than 1.1% from South Africa and less than 1% from Thailand and Ireland.

¹⁶ Source: DFES Bushfire Risk Management System

¹⁷ Source: DFES Bushfire Risk Management System

¹⁸ Source: DFES Bushfire Risk Management System

Country of birth	Cuballing (8)	%	Western Australia	%	Australia	%
Australia	626	73.4	1,482,842	60.3	15,614,835	66.7
Other top responses						
England	52	6.1	194,163	7.8	907,570	3.9
New Zealand	14	1.6	79,221	3.2	518,466	2.2
South Africa	8	1.1	41,008	1.7	162,449	0.7
Thailand	5	0.6	7,806	0.3	66,229	0.3
Ireland	4	0.5	18,036	0.7	74,888	0.3

In Cuballing (8) (Local Government Areas), 73.4% of people were born in Australia. The most common countries of birth were England 6.1%, New Zealand 1.6%, South Africa 1.1%, Thailand 0.6% and Ireland 0.5%.

Figure 11: Population within the Shire of Cuballing by Country of Birth¹⁹

In contrast to much of the wheatbelt, the Shire of Cuballing's population has increased in recent years (22% in the last decade) with a growing number of people seeking the benefits that a small, friendly community like the towns of Cuballing and Popanyinning offer. Cuballing townsite has a population around 350. Popanyinning has a smaller population of approximately 250. The remainder of the Shire's population lives outside the town boundaries on farming and lifestyle properties.

Living in Cuballing, there is access to a wide range of sporting facilities, community service organisations and amenities. The larger centre outside of the shire, Narrogin to the south and Pingelly to the north, provide schools, shopping, banking and medical facilities. The proximity of the towns of Narrogin and Pingelly allows residents to work in these larger towns and enjoy the semi-rural lifestyle of the towns of Cuballing and Popanyinning. Cuballing is served by the Cuballing Tavern and the Cuballing Road House. Popanyinning has a general store and café.

The largest age demographics, as reflected in Figure 12, are people aged between 45 - 64. Whilst the statistics show healthy percentages in the 25 – 64 year old bracket, the source of emergency services volunteers, the low population numbers overall mean limited access to bushfire volunteers particularly when considering the broad competing priorities associated with smaller rural communities. This is a key consideration for the Shire.

The statistics show lower number of residents than the state average in the 15 - 24 age bracket, which is most likely the result of children leaving town for further education and/or employment. These residents often return to the community, or similar communities, when they have young families of their own, seeking a similar early life experience to what they enjoyed. This could explain the increase in the population in the 25 – 44+ age brackets.

The demographics of the Shire of Cuballing present a range of challenges for fire management. Thirty-seven percent (37.1%) of the population are in vulnerable groups (under 14 or over 65) which require special consideration when planning around prevention, preparedness, response and recovery.

The strong numbers within the 0 – 14 age bracket indicates that a school-based awareness program may be of benefit for early engagement. Children can influence behaviour changes within families and increasing awareness within the school environment via 'Fire Chats', for example, could result in increased awareness throughout the community.

The over 65 group accounts for approx. 22.7% of the population. Elderly people can be vulnerable in fire management, they might have reduced capacity to defend property or to protect themselves during a fire event and have additional needs should an evacuation be required. As a result, additional consideration for this group is essential to ensure that their needs are addressed in fire management planning, communications during events, community education and mitigation works. The Shire's aged housing project has resulted in purpose built independent living units dedicated to the well-aged (those able to care for themselves and live independently) – thereby retaining the senior residents in Cuballing. Tailored advice should be considered during pre-fire season preparation as well as during fire events for this demographic.

¹⁹ Source: Shire of Cuballing Strategic Community Plan 2017 - 2027

The aging population in the Shire presents challenges for attraction and retention of residents to volunteer roles, particularly physical roles such as volunteer fire fighting, which then impacts succession planning within the emergency services volunteer brigades. This is key in future planning for the Shire's ability to respond to unplanned fires as well as to support mitigation activities.

The Shire, through the local Fire Brigades, hold youth days to encourage the younger members of the community to engage with the local brigades and to encourage membership. Hands on events, held annually, have proven to be highly successful in engaging younger community members to become registered volunteers. There is also advertising in the local paper.

Age	Cuballing (8)	%	Western Australia	%	Australia	%
Median age	47	--	36	--	38	--
0-4 years	43	4.9	161,727	6.5	1,464,779	6.3
5-9 years	66	7.6	164,153	6.6	1,502,646	6.4
10-14 years	49	5.6	150,606	6.1	1,397,183	6.0
15-19 years	35	4.0	149,997	6.1	1,421,595	6.1
20-24 years	26	3.0	160,332	6.5	1,566,793	6.7
25-29 years	45	5.2	184,908	7.5	1,664,602	7.1
30-34 years	44	5.0	194,267	7.9	1,703,847	7.3
35-39 years	47	5.4	173,041	7.0	1,561,679	6.7
40-44 years	53	6.1	171,996	7.0	1,583,257	6.8
45-49 years	58	6.4	172,520	7.0	1,581,455	6.8
50-54 years	76	8.7	162,438	6.6	1,523,551	6.5
55-59 years	66	7.6	149,899	6.1	1,454,332	6.2
60-64 years	75	8.6	132,145	5.3	1,299,307	5.6
65-69 years	76	8.7	116,755	4.7	1,188,999	5.1
70-74 years	52	6.0	82,911	3.4	887,716	3.8
75-79 years	36	4.1	61,509	2.5	652,657	2.8
80-84 years	13	1.5	42,590	1.7	460,549	2.0
85 years and over	15	1.7	42,420	1.7	486,842	2.1

Figure 12: Population within the Shire of Cuballing by Age²⁰

The Shire of Cuballing also plays host to recreational visitors year-round as well as itinerant workers largely employed in the agricultural industry during the peak seeding, harvesting and shearing seasons. Some of the challenges associated with recreational visitors and itinerant workers, in the context of bushfire management, include:

- They are often not connected to local networks so do not have ready access to information shared via this means or may not monitor local social media
- They may not understand the risk associated with bushfires which may result in actions such as lighting campfires in restricted periods or not managing campfires appropriately
- Not being familiar with road networks

There has previously been targeted community education focused on these groups and this should be continued where practicable.

The Shire is proactive in sharing emergency prevention, preparation, response and recovery related information using the Shire's Facebook page and website.

3.1.4 Economic Activities and Industry

The economy of the Shire of Cuballing is based around the agricultural industry with cereal grains, sheep and pig farming the main activities.²¹ Several more intensive agricultural enterprises, including cattle feedlots, are developing in the Shire. The economy is worth approximately \$20 million annually to the state.²²

There has been a move to explore alternative crops throughout the broader wheatbelt region with some crops (i.e. canola or rapeseed) burning at a higher temperature which can be harder to extinguish

²⁰ Source: Shire of Cuballing Strategic Community Plan 2017 - 2027

²¹ Source: Agriculture WA (July 2000). "Agriculture Statistical Overview 96/97 - Shire of Cuballing"

²² Source: Agriculture WA

and mop up than native pastures.²³ Stubble is retained post-harvest to reduce soil erosion which maintains a combustible ground cover and increases fuel loads in pre-harvest fields. These changes in practice increases the landscape fire risk with higher probability of more intense fires which travel further due to fewer low fuel areas from which to manage or 'hold up' fires. Recent fires in the Shire of Katanning (February 2020) on similar agriculturally focused land tenure to that found in the Shire of Cuballing, highlighted potential economic impacts such as:

- The loss of top soil can reduce the soil conditioning and may take years for the soil quality to return to the pre-fire condition. This in turn can impact
 - quality of future crops
 - increased operational costs
- The potential loss of even one farm may have long term significant economic and social costs to the Shire through families leaving the shire which in turn can impact local businesses through loss of customer base as well as the number of people available to volunteering.

There is potential value in the Shire reviewing any post incident reviews from the Katanning fires when these become publicly available, in the context of relevant 'lessons learnt' that may be able to be applied to the Shire of Cuballing.

As part of the Shire's existing fire mitigation they undertake an ongoing fuel management maintenance program which includes roadside spraying, tree trimming and shoulder grading in the Shire managed road reserves.

The Shire of Cuballing has the tier 2 railway line and Great Southern Highway running north-south through the centre of the Shire. The Cuballing East Road has been identified as a Grain Freight Route linking grain growing areas to the east with the Great Southern Highway through to delivery centres in Brookton.

Transport links, both rail and road, are key economic drivers of agricultural industries, as well as known fire ignition points (as shown in Section 3.2.4). These transport routes pose a definite risk to the Shire. The main transport routes are included in Figure 13 below.



Figure 13: Shire of Cuballing Transportation Routes ²⁴

²³ Department of Primary Industries and Regional Development www.dpir.wa.gov.au

²⁴ Source: Shire of Cuballing Local Planning Strategy

Whilst the Australian Rail Corporation (ARC), through their own internal bushfire risk management project, have undertaken some fire mitigation work along their rail infrastructure, post incident debriefs from fires within the Shire in 2019, have raised concerns around the risks associated with the rail infrastructure. The Shire of Cuballing has commenced discussions with ARC as a result of post incident debrief findings as well as priorities already identified through this BRM Planning process.

Tourism is also a growing industry in Cuballing with the Dryandra State Forest a major drawcard with over 45 000 visitors recorded in 2009/2010.²⁵ The many heritage trails throughout the Shire provide an avenue for tourists to experience the local history and wildflowers.²⁶ This presents challenges to the Shire as previously outlined however a mitigation program throughout the Dryandra complex is managed by the Department of Biodiversity (DBC) and Attractions including the maintenance of multiple escape routes throughout the Dryandra State Forest.

The Dryandra Regional Equestrian Centre is the location of many large-scale equestrian events throughout the year. Whilst this may increase the bushfire related risk, this risk is reduced to some degree as those involved in the equestrian events are known to be highly mobile and, if required, have the capacity to evacuate on short notice. The Shire also maintains low fuel zones around the Equestrian Centre.

Agriculture and associated fields account for most of the employment in the shire. This is reflected in *Figure 14*. As outlined above, the Agricultural industry is known to be impacted by fire events through both physical loss and post fire impacts such as soil erosion, and as such this is a significant consideration for the Shire's fire management planning. The Shire's Fire Break notice contains specific requirements related to agricultural operations.

Industry of employment, top responses Employed people aged 15 years and over	Cuballing (\$)	%	Western Australia	%	Australia	%
Grain-Sheep or Grain-Beef Cattle Farming	39	12.3	4,107	0.4	15,056	0.1
Hospitals (except Psychiatric Hospitals)	20	6.3	41,706	3.6	411,606	3.9
Other Grain Growing	18	5.7	4,000	0.3	19,053	0.2
Secondary Education	17	5.4	20,488	1.8	177,487	1.7
Sheep Farming (Specialised)	12	3.8	2,232	0.2	18,197	0.2

Of the employed people in Cuballing (\$), 12.3% worked in Grain-Sheep or Grain-Beef Cattle Farming. Other major industries of employment included Hospitals (except Psychiatric Hospitals) 6.3%, Other Grain Growing 5.7%, Secondary Education 5.4% and Sheep Farming (Specialised) 3.8%.

Figure 14: Table reflecting the main Employment Industries²⁷

3.2 Description of the Environment and Bushfire Context

3.2.1 Topography and Landscape Features

The agricultural areas of Western Australia are very diverse, with a wide range of landscapes, soils and landscape features. The Shire of Cuballing's landscape features are detailed in the Department of Agriculture and Food (WA) series '*Landscape and soils of the Narrogin District*' 2010', this includes the Shire of Cuballing.

The Shire of Cuballing is more defined in the west becoming flatter as you head east. Shaded areas in *Figure 15* highlight the three landscape categories in the Narrogin district, the Shire of Cuballing is located predominantly within the Rejuvenated Drainage Zone (RDZ). The RDZ has active river drainage systems that joins the Avon, Murray and Blackwood rivers. The landscape has variable soils formed from dissected laterites and underlying igneous rock. In the south there are some broad saline valleys.²⁸

²⁵ Source: Dryandra Woodland Management Plan No 70 2011

²⁶ Source: Shire of Cuballing Strategic Community Plan 2017 - 2027

²⁷ Source: ABS Census 2016

²⁸ Source: Landscape and soils of the Narrogin District, Dept of Agriculture and Food WA, 2010, Bulletin 4807

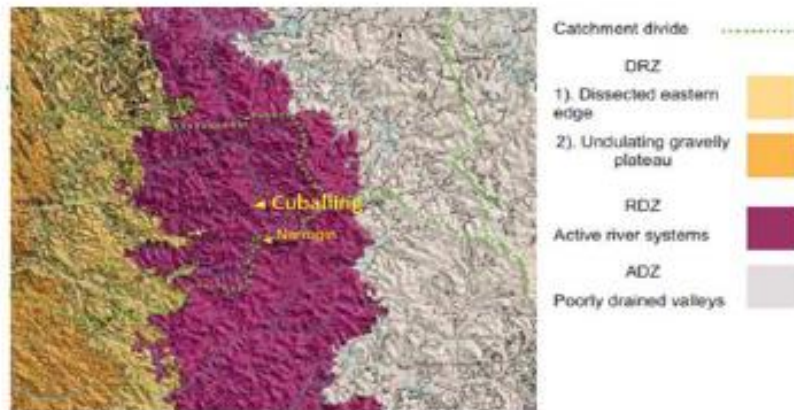


Figure 15: Landscape categories within the Shire of Cuballing ²⁹

The geology of southern Western Australia, including the Shire of Cuballing, is dominated by the Yilgarn Craton, an ancient plateau composed mainly of granite, with intrusions of dolerite and capped with laterite. The north-west alignment of major rock bands of the Yilgarn Craton reflects its formation over many hundreds of million years as 'rafts' of land on tectonic plates collided to form bands of gneiss that were intruded by granites. Gneiss is a metamorphic rock with a banded or foliated structure, typically coarse-grained and consisting mainly of feldspar, quartz, and mica. Extensive faulting and uplifts on the south and west of the Yilgarn craton caused marked changes to slope and drainage patterns. Stresses associated with these events caused cracking and intrusion of the dolerite dykes that occur throughout the craton. These dykes can be a locally significant as soil materials are frequently associated with mafic lateritic ridges. Bands of greenstone were formed when intra-plate rifts were alternately filled by sediments and volcanic rocks, and then also became extensively metamorphosed by ongoing plate collision. Igneous rocks include granite, dolerite, gabbro, quartz and metamorphic rocks such as gneiss, that are parent materials for wind and waterborne deposits, laterites and a range of soils. Outcrops are relatively common in dissected (rejuvenated) areas. Figure 16 shows an example of a rocky landscape with mafic breakaway on the ridge and soils formed from granite (foreground) and dolerite dykes on the slope common in the west of the Shire. ³⁰ Figure 16 depicts a mafic mesa area within East Cuballing. 'Mafic', is an adjective describing a silicate mineral or igneous rock that is rich in magnesium and iron, with mafic minerals crystallizing at higher temperatures. 'Mesa' is defined as an area with an isolated flat-topped hill with steep sides, found in landscapes with horizontal strata. ³¹



Figure 18: Mafic Landscape Views ³²

²⁹ Source: Landscape and soils of the Narrogin District, Dept of Agriculture and Food WA, 2010, Bulletin 4807

³⁰ Source: Landscape and soils of the Narrogin District, Dept of Agriculture and Food WA, 2010, Bulletin 4807

³¹ Source: Landscape and soils of the Narrogin District, Dept of Agriculture and Food WA, 2010, Bulletin 4807

³² Source: Landscape and soils of the Narrogin District, Dept of Agriculture and Food WA, 2010, Bulletin 4807



Figure 16: Mafic Landscape Views – An area in East Cuballing reflecting mafic mesa ³³

Topography can significantly impact the bushfire behaviour, impeding access for suppression resources and limiting options for mitigation works which makes it a significant factor in bushfire risk and management. The impact of topography is greater in the West of the Shire of Cuballing where the rock outcrops can restrict and, in some cases, prevent access by fire appliances. In areas where the rocky formations prevent ground-based firefighting, direct attack of a fire is limited to aerial response or alternatively, ground crews waiting for access when the fire reaches an area of suitable topography. This method however, greatly increases the time for fire to be suppressed which means fires have time to grow resulting in larger fires often with higher intensities and rates of spread. When fighting larger more intense fires, alternate methods of fire control may be required. For example constructing firelines (tracking), around the perimeter of the fire, through the use of heavy machinery or by lowering fuels through methods such as backburning. 'Tracking' is a form of direct attack that can minimise the final fire area. An indirect attack, such as backburning, may increase the overall fire size. While land formations can make installing firebreaks and firelines challenging, this issue highlights the need to ensure good strategic fire breaks are created ahead of time, which can be used to contain fires in this more difficult terrain. Environmental impacts, such as impacts to remnant vegetation, can be best managed by strategic fire access tracks. Fire access tracks are relatively less effective when suppressing larger more intense fires however are preferable to provide safe, effective and quicker access and therefore improve the ability to control a fire whilst small.

The western portion of the district is located on the Darling Plateau and the eastern section contains flat floored valleys. The district's landscape is dominated by a system of valleys associated with the Hotham River and its tributaries as reflected in Figure 17 below. There are various other waterways within the district including Fourteen Mile Brook and Calcoran Brook. These valley formations result in slopes which can exceed 20 degrees. Slope has a major influence on fire behaviour, the rate of spread of a bushfire will double for each 10 degrees slope meaning a fire going up a 20-degree slope will move four times faster than on flat ground. Because of this, fires in these valley formations will often move very fast and can be difficult to stop.

The waterways in the Shire are often riparian vegetation corridors which creates areas where the vegetation is separated by rivers making movement across the landscape challenging. This is particularly the case for firefighters as fires often spot across the watercourses where firefighters cannot easily cross and they may have to travel some distance to be able to get to the other side. This can often result in a significant delay in firefighting response allowing the fires to be able to grow quickly.

³³ Source: Landscape and soils of the Narrogin District, Dept of Agriculture and Food WA, 2010, Bulletin 4807

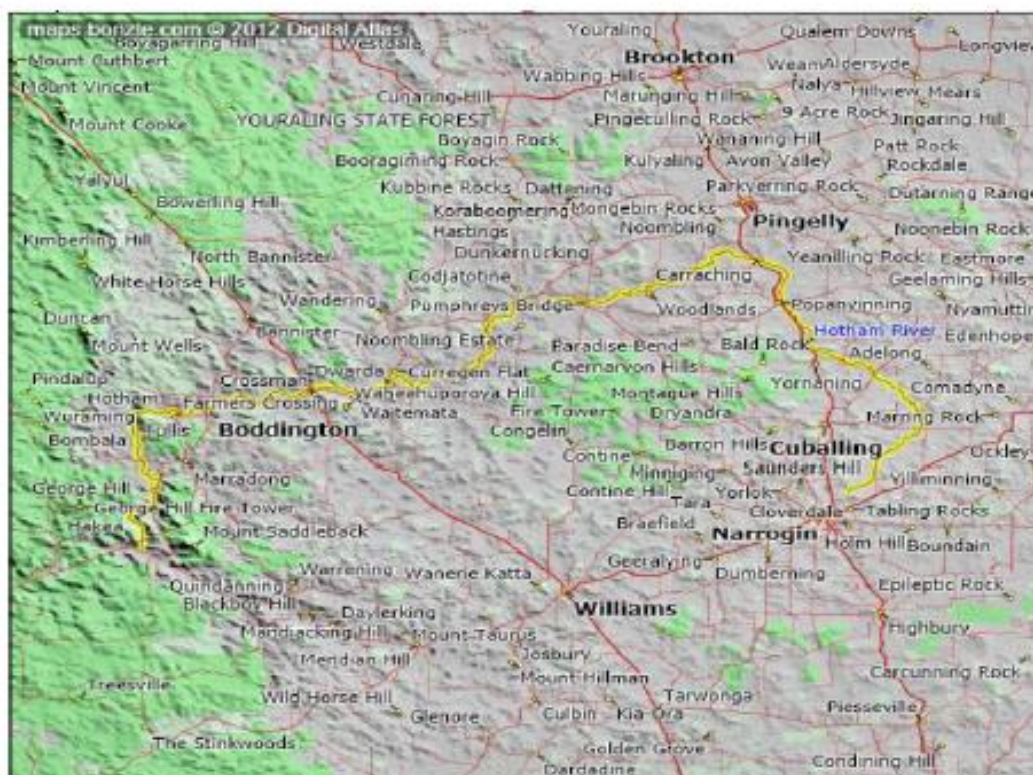


Figure 17: Tributaries of Hotham River³⁴

Given the prevalence of waterways it is not surprising that there are 17 bridges throughout the Shire. These are critical features in the landscape, particularly for fire management. They are traffic routes, critical to tourism as well as the movement of agricultural produce and therefore the local and regional economy can be adversely affected if bridges are damaged/destroyed by fire. For fire management they are vital for the movement of firefighting response vehicles as well as the evacuation of communities when required. The BRM Planning process has identified the bridges, particularly timber bridges, as a strategic risk for the Shire and they will be a priority for mitigation works.

Embers can create spot fires ahead of a main fire front. This type of fire behaviour can increase the spread of fire and significantly increase risk to fire fighters and the community. The ability for embers to travel well ahead of the main fire is one reason land owners are encouraged to reduce fuels around their properties and remove items that may easily ignite from around their homes. Low fuel zones, such as 'Asset Protection Zones' around properties can contribute to reduced fire spread, can reduce the impact on assets, can result in less intense fire behaviour and ultimately a more successful fire response outcome. Installing and maintaining APZ's are a focus of the Shire's annual Fire Break Notice.

A major challenge for the shire is access and crossing landscape features during fire events, water way valleys, pipelines and the rail network all pose challenges to fire fighting vehicles moving through areas of the landscape. There is an above ground Water Corporation pipeline running north-south dissecting the Shire. This supplies water to the Shire of Cuballing as well as other surrounding Shires. This can restrict movement with limited crossovers accessible. This is a significant consideration and limitation when responding to fires but also when planning bushfire mitigation activities particularly in the context of risk management.

³⁴ Source: Bonzle Digital Atlas of Australia

3.2.2 Climate and Bushfire Season

The climate of the Shire is described as semi-arid, with a warm, dry, Mediterranean climate. It has seven to eight dry months each year with an annual average rainfall of about 500 millimetres. Seasonal changes in temperature, rainfall and wind direction are marked and more extreme than coastal areas of the south-west.³⁵

The following weather statistics were obtained from the Bureau of Meteorology (BOM). Whilst there is evidence of a Weather Station in the Shire of Cuballing (Station ID 010538), statistics have not been kept consistently. The closest alternative weather station, with consistently recorded data, is Narrogin (Station ID 010614), 13 kms from the Cuballing town site. The Narrogin Station has been used to provide the following data.

Bushfire threat is typically associated with very hot (above average temperatures), dry (less than 20% humidity) and windy (above 12 – 15 Km per hour) conditions. Table 4 shows that the Shire of Cuballing can experience these thresholds (as highlighted) throughout the year particularly during October to March inclusive. The wettest months are May through September when about 70% of the annual rainfall occurs. Weather is the primary influencer on fire activity³⁶ and therefore needs to be a significant consideration when planning both mitigation and response activities.

Table 4– 2019 Climatic Conditions for the Shire of Cuballing³⁷

Month	Min temp °C	Max temp °C	Avg temp °C	Min RH %	Min avg RH %	Max avg RH %	Max RH %	Rain mm	Wind AvgSpeed @3m	Wind MaxSpeed @3m	Wind MaxCompass Point @3m	High wind days
Dec-19	8.6	41.9	24.5	5.4	15.9	73.7	95.7	1.8	12	60	NNW	21
Nov-19	1.8	40.9	19.2	7.9	20.5	84.1	97.8	12.6	13	60	SW	14
Oct-19	0.5	34	15.4	9.4	31.4	93	100	12.4	10	75	W	8
Sep-19	-1.4	28.7	13	16.1	43.3	97.4	100	17.2	8	50	NW	7
Aug-19	0.1	24.1	10.8	20.1	53.5	95.4	100	80.8	8	58	W	9
Jul-19	1.8	19.5	10.5	32.2	60.4	99	100	54.2	7	57	WSW	4
Jun-19	-0.6	23.2	11.2	12.3	52.3	91.2	100	120.6	9	66	N	11
May-19	-1.5	27.4	11.8	14.1	37.1	92.7	99.3	14.2	7	45	WSW	5
Apr-19	0.6	33.7	16.4	16.2	34.1	87.2	97.2	17	10	56	WSW	11
Mar-19	6.1	36.2	20.6	15.2	33.1	85.3	97.9	11.8	12	53	SE	10
Feb-19	9.2	40.2	22.6	9.9	21.5	81.3	93.1	0	14	60	SE	15
Jan-19	5.4	42.2	22.2	5.9	20.4	81.7	93.6	1.4	13	66	WNW	17

Figures 18 and 19 reflect high summer temperatures, with both the mean minimum, and mean maximum, temperatures the highest from December through to March. Figure 20 shows the mean maximum temperature, by month, during 2019 reflected against the mean maximum temperature and the highest and lowest mean maximum temperatures for all years. Figure 21 reflects the mean rainfall over the years 1891 to 2019. Relative Humidity (RH) plays a big part in firefighting as the lower the relative humidity the more vigorously fuels can burn. Figures 22 and 23 show the lowest RH's are recorded from December through to February. Figures 18 through to 23 confirm the higher fire danger period in the Shire of Cuballing is between December through to February.

³⁵ Source: Bureau of Meteorology

³⁶ The Burning Issue: Climate Change and the Australian Bushfire Threat www.climatecouncil.org.au

³⁷ Department of Agriculture and Food



Figure 18 Graph depicting the mean minimum monthly temperature over the period 1913 – 2019. ³⁸

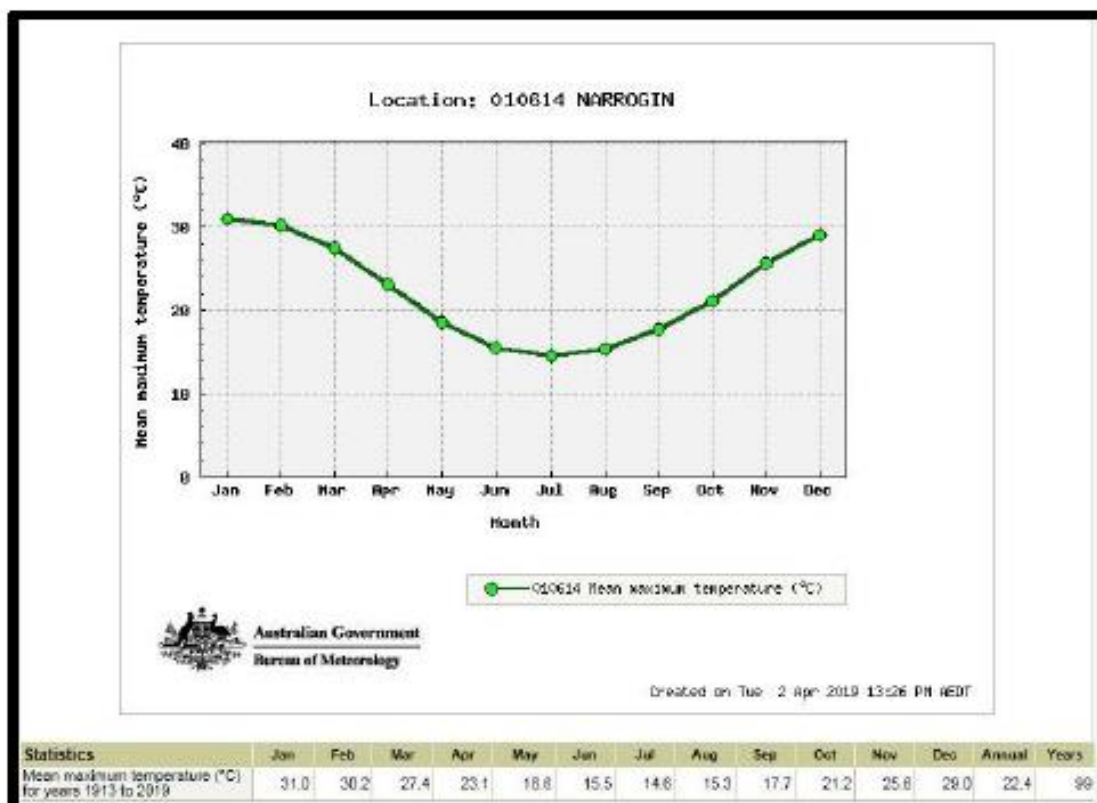


Figure 19: Graph depicting the mean maximum monthly temperature over the period 1913 – 2019. ³⁹

³⁸ Bureau of Meteorology

³⁹ Bureau of Meteorology

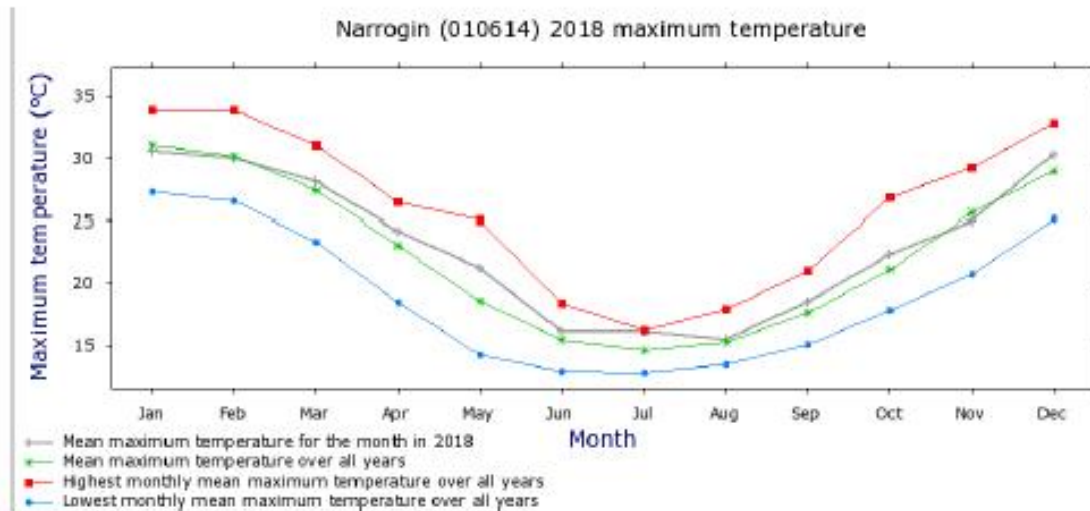


Figure 20: Graph depicting the mean maximum monthly temperature and the highest and lowest mean monthly temperature over all years in comparison to the mean maximum monthly temperatures during 2018.⁴⁰



Figure 21: Graph depicting the mean rainfall between 1891 to 2019.⁴¹

⁴⁰ Bureau of Meteorology

⁴¹ Bureau of Meteorology

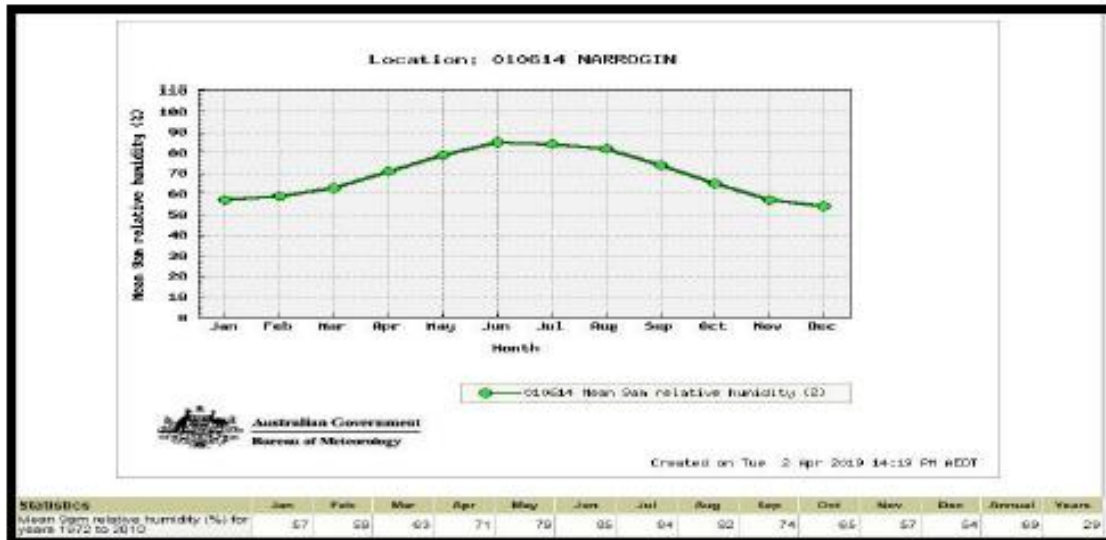


Figure 22: Graph depicting the 9am relative humidity for year 1972 to 2010 ⁴²



Figure 23: Graph depicting the 3pm Relative Humidity between 1972 to 2010 ⁴³

Wind Direction and Speed

The following diagram (Figure 24) is a wind rose covering a twelve-year period 2007 – 2019 reflecting the prevailing winds for the Shire of Cuballing. Figure 25 reflects a series of wind roses covering the years 2016 – 2019 individually. Figures 25 and 26 show prevailing winds predominantly from the West (W), West South West (WSW), South East (SE) and East South East (ESE).

⁴² Bureau of Meteorology

⁴³ Bureau of Meteorology

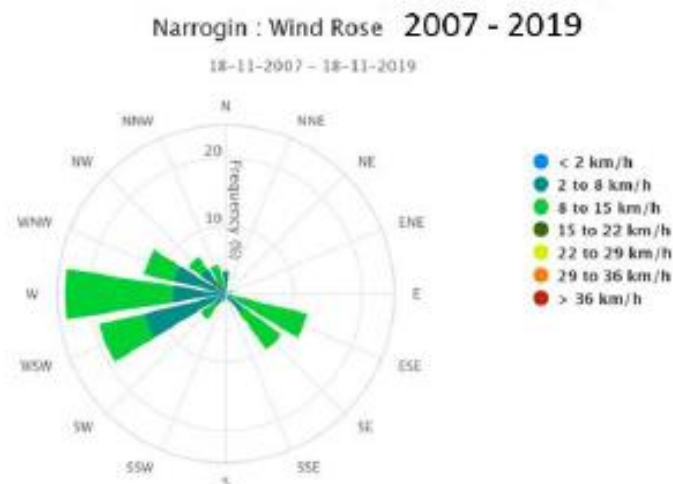


Figure 24: Wind rose reflecting predominant winds and wind speeds over the period 18 Nov 2007 – 18 Nov 2019 taken from the Dept of Agriculture Weather Station NA001.⁴⁴

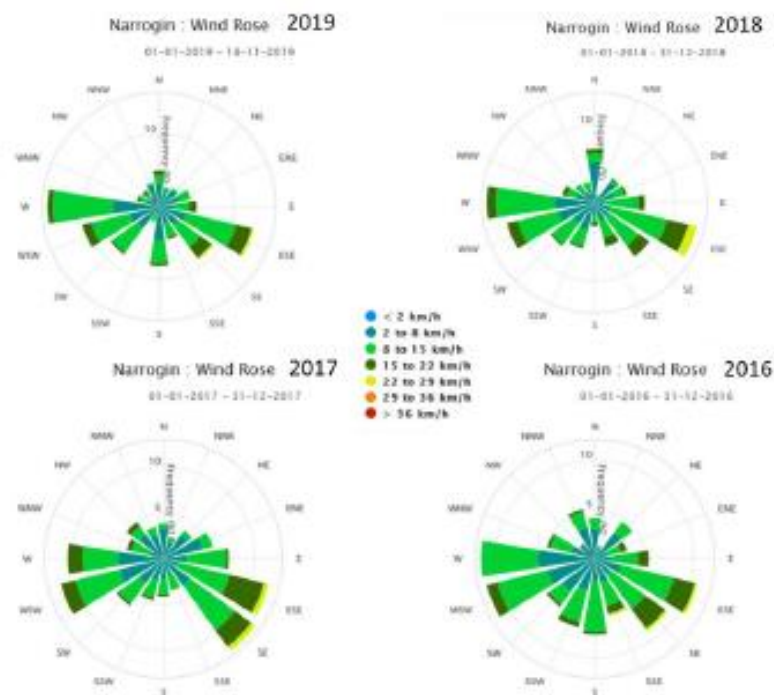


Figure 25: Wind roses reflecting the annual predominant winds and wind speeds for the years 2016 to Nov 2019 taken from the Dept of Agriculture Weather Station NA001.⁴⁵

The following diagrams (figure 26) look at prevailing winds in the context of the hotter months corresponding with the peak of the fire season – January and February. These wind roses also indicate winds predominantly from the South-East, East South East and to a lesser extent from the West.

The prevailing winds within the Shire of Cuballing is known as the ‘Albany Doctor’ which comes from the South-East in the mid afternoon. This is well known by the fire response personnel and subsequently fire management strategies are developed with this in mind.

⁴⁴ Bureau of Meteorology

⁴⁵ Department of Agriculture and Food Weather Station Narrogin (NA001)

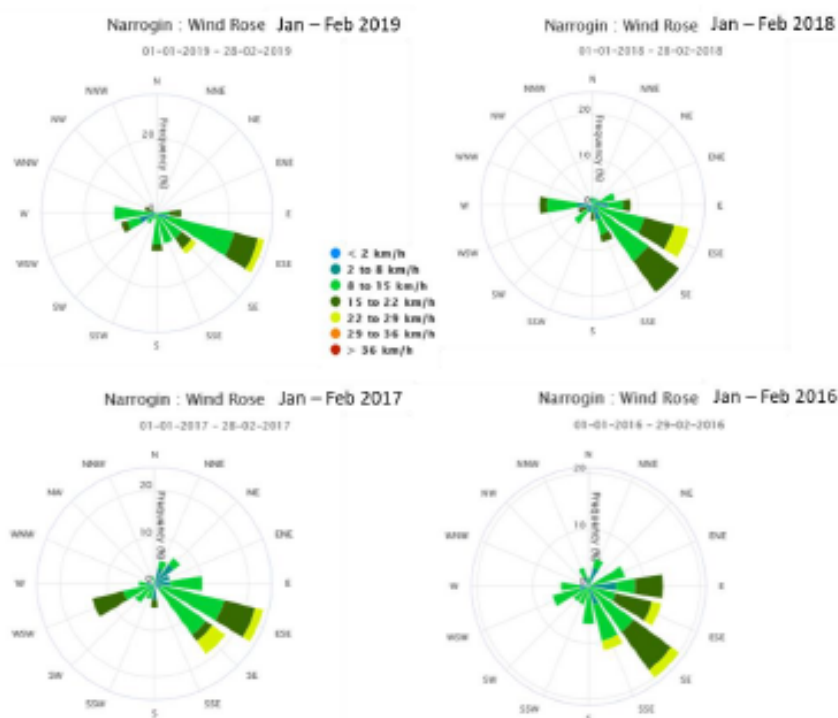


Figure 26: Graph depicting wind direction during the known hottest months (January and February) for the years 2016 to 2019 taken from the Dept of Agriculture Weather Station NARO01.⁴⁶

Grassland fires can be particularly susceptible to the effects of wind and wind changes. Prevailing winds are a significant consideration in relation to both operational response as well as determining effective mitigation treatments.

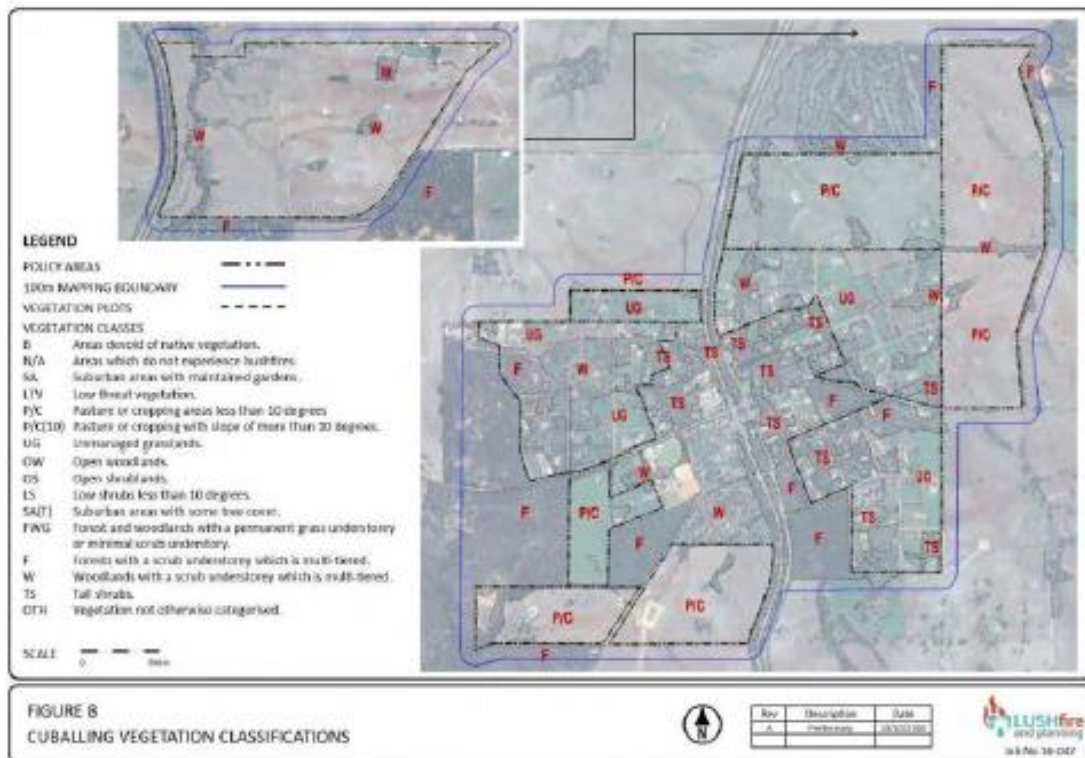
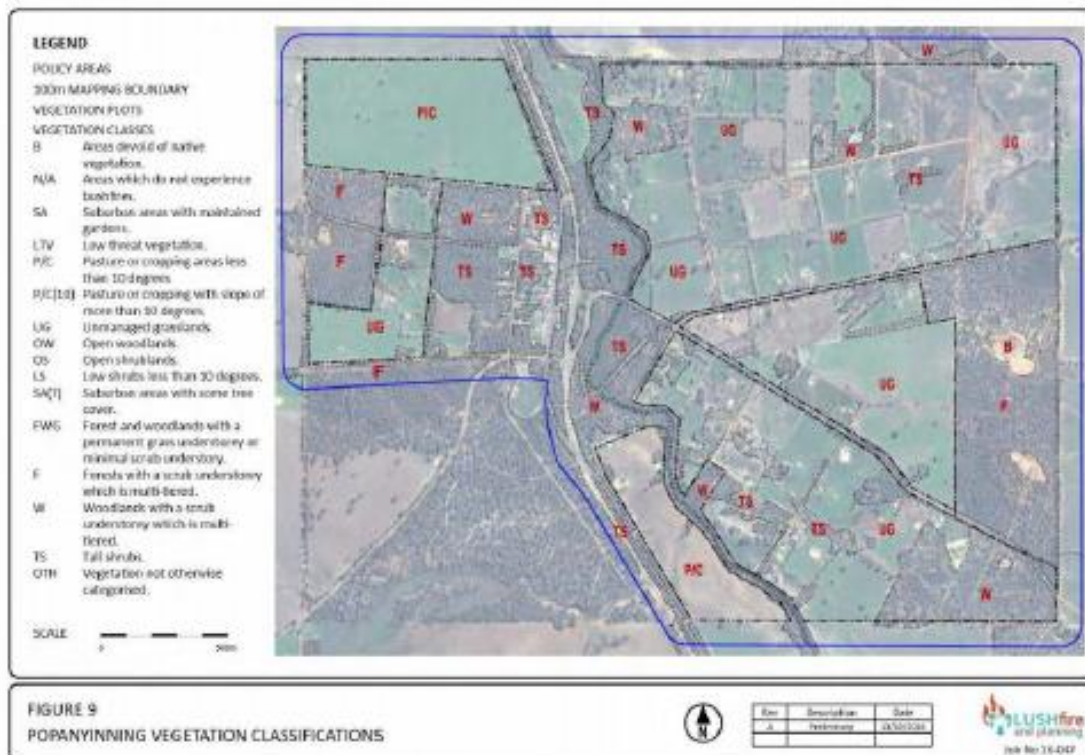
3.2.3 Vegetation

The Shire of Cuballing vegetation types consist primarily of:

- **Woodland**
Woodlands are characterised by Trees 10–30 metres high; 10–30% foliage cover dominated by eucalypts; understorey of low trees to tall shrubs typically dominated by Acacia, Callitris or Casuarina.
- **Forest**
Trees 10–30 metres high; 30–70% foliage cover; (may include understorey of sclerophyllous low trees and tall scrubs or grass). Typically dominated by eucalypts.
- **Shrubland**
Shrubs <2 metres high; greater than 30% foliage cover. Understoreys can contain grasses. Acacia and Casuarina often dominant in the arid and semi-arid zones
- **Grassland**
All forms, including situations with shrubs and trees if the overstorey foliage cover is less than 10%. Also includes broadacre farming

The 2016 'Cuballing / Popanyinning Local Planning Strategy Bushfire Hazard Level Assessment' (*Lush Fire and Planning, November 2016*) offers a useful map of the Cuballing and Popanyinning townsites with the respective vegetation classifications. These are shown at *Figures 27 and 28*:

⁴⁶ Department of Agriculture and Food Weather Station Williams (WL001)

Figure 27: Vegetation Classifications within the Townsite of Cuballing⁴⁷Figure 28: Vegetation Classifications within the Townsite of Popanyinning⁴⁸⁴⁷ Source: Shire of Cuballing Local Planning Strategy⁴⁸ Source: Shire of Cuballing Local Planning Strategy

Large portions of the Shire are dominated by agricultural land use and the natural vegetation has been extensively cleared.

The most prevalent vegetation thorough the Shire is Eucalyptus, Allocasuarina (Sheoak) and Acacia acuminata (Jam Trees/Raspberry Jam Wattle).

Whilst agricultural holdings (grassland) may appear to be a low bushfire risk, this vegetation presents a significant bushfire hazard, especially during harvest season (November to January) when harvesting activities have the potential to ignite a fire in fully cured crops. The impact of wind on open terrain regardless of whether it is under crop, should not be underestimated. Fortunately, the landscape in much of the agricultural tenure is gently undulating with broad fields and only scattered remnant vegetation, making access for firefighting appliances easier.

The Dryandra Woodland is a nature conservation area within the Shires of Cuballing, Williams and Wandering featuring the largest remnant of original vegetation in the western Wheatbelt. Part of Dryandra Woodland is listed on the Register of the National Estate by the Australian Heritage Council.

Of the 28,000 ha of Dryandra State Forest, 17,500 ha is in the Shire of Cuballing. The Dryandra State Forest is a rare remnant of the open eucalyptus woodlands that covered the area before clearing for agriculture. Past weathering in the Dryandra area has produced a gently undulating countryside. With individual blocks ranging in size from 87 hectares to 12,283 hectares, the 17 lots that make up the Dryandra Woodland are surrounded by a largely cleared and agricultural landscape. In some cases, road reserves and other linking corridors of uncleared vegetation remain between the woodland islands. Some neighbouring landowners have revegetated areas of previously cleared private land to form additional corridors between these remnants.⁴⁹

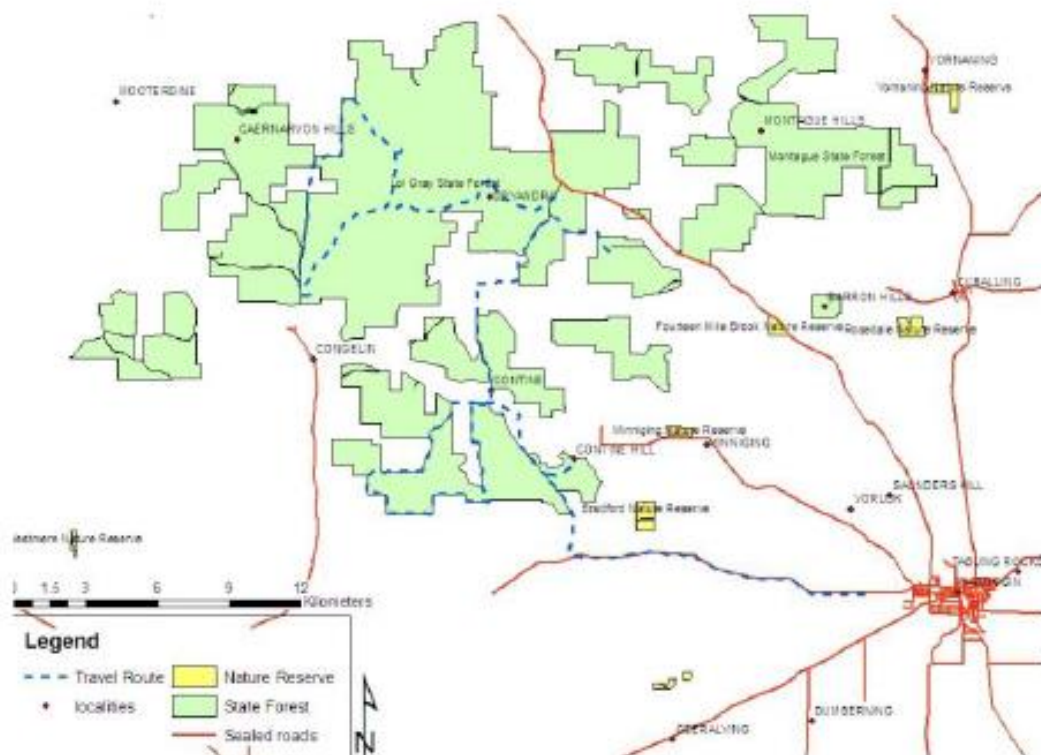


Figure 29: Map showing the blocks that make up the Dryandra Woodland⁵⁰

⁴⁹ Source: Wikipedia – Dryandra Woodland

⁵⁰ Source: Wikipedia – Dryandra Woodland

The Woodland lies close to the boundary between the Mallee and Avon Wheatbelt biogeographic regions. Dryandra's flora is transitional between that of the moister jarrah forest (generally to the south) and the semi-arid Wheatbelt (to the east). It is known particularly for its extensive stands of Wandoo (*Eucalyptus wandoo*), Powderbark Wandoo (*E. accedens*) and Salmon White Gum (*E. lane-poolei*) and provides a haven for native flora and fauna.

Stands of Jarrah (*E. marginata*) and Marri (*Corymbia calophylla*) provide additional top cover, and the understorey contains Rock Sheoak (*Allocasuarina huegeliana*) and extensive areas of Banksia ser. Dryandra. Until early 2007 this latter shrub was classified as a separate genus *Dryandra* after which the woodland is named. Species include golden Dryandra (*Banksia nobilis*) and prickly Dryandra (*B. armata*).

Vegetation is one of the most significant influencers on fire risk and subsequent mitigation strategies. Further details about the indicative vegetation in the Narrogin District, encompassing Cuballing, is located at *Appendix 3*.

Three (3) aspects of vegetation within the Shire of Cuballing that requires specific attention, particularly in the context of bushfire mitigation treatment options moving forward, are:

1. The ability for sheoak – e.g. *Allocasuarina huegeliana* to invade into other native vegetation, significantly changing the vegetation and fuel structure. This is a common concern across the region with areas being significantly affected over time and, in the shorter term, from post fire regeneration
2. The importance of managing annual weeds in remnant vegetation and the opportunity for these weeds to become established post mitigation works. Burning small remnants in the wrong way, wrong time and wrong frequency can potentially result in higher fuel loads.
3. Waterways, particularly those in and around assets, are significant as they offer riparian vegetation corridors which produce a wick-like effect and are often associated with fire runs with marked changes in fire behaviour, intensity and spread expected in this vegetation.

Environmental Considerations – Flora and Fauna

Flora and Fauna represent significance for the Shire as they are not only recognised environmental assets, but also impact the treatment options available for identified risks in relation to other assets. For example, the breeding cycle of some threatened fauna, such as Numbats, may restrict the period in which prescribed burns can be undertaken due to the need to ensure nests are not disturbed during the breeding season.

All treatments need to consider the requirements of the flora and fauna on site. Response strategies should be environmentally sensitive within the constraints of the incident. The Shire will take every opportunity to remind landowners/managers of their obligation to obtain appropriate clearances and approvals prior to commencing vegetation-based treatments.

A further consideration in relation to both bushfire prevention and response strategies is the potential spread of weeds or diseases such as *Phytophthora Cinnamomi* (Dieback). It is easily spread through moist soil movement from vehicles, animals, water and feet. Other fungal-borne diseases can also be spread through these pathways. This risk must be considered in the context of planned prevention and response strategies and the risk minimised wherever possible.

A list of the Declared Rare Flora and Declared Rare Fauna applicable to the Shire of Cuballing is included at *Appendix 4*. The map below (*Figure 30*) shows the indicative location of endangered flora and fauna within the Shire noting the significant concentration in the Dryandra Woodlands on the Western boundary of the Shire.

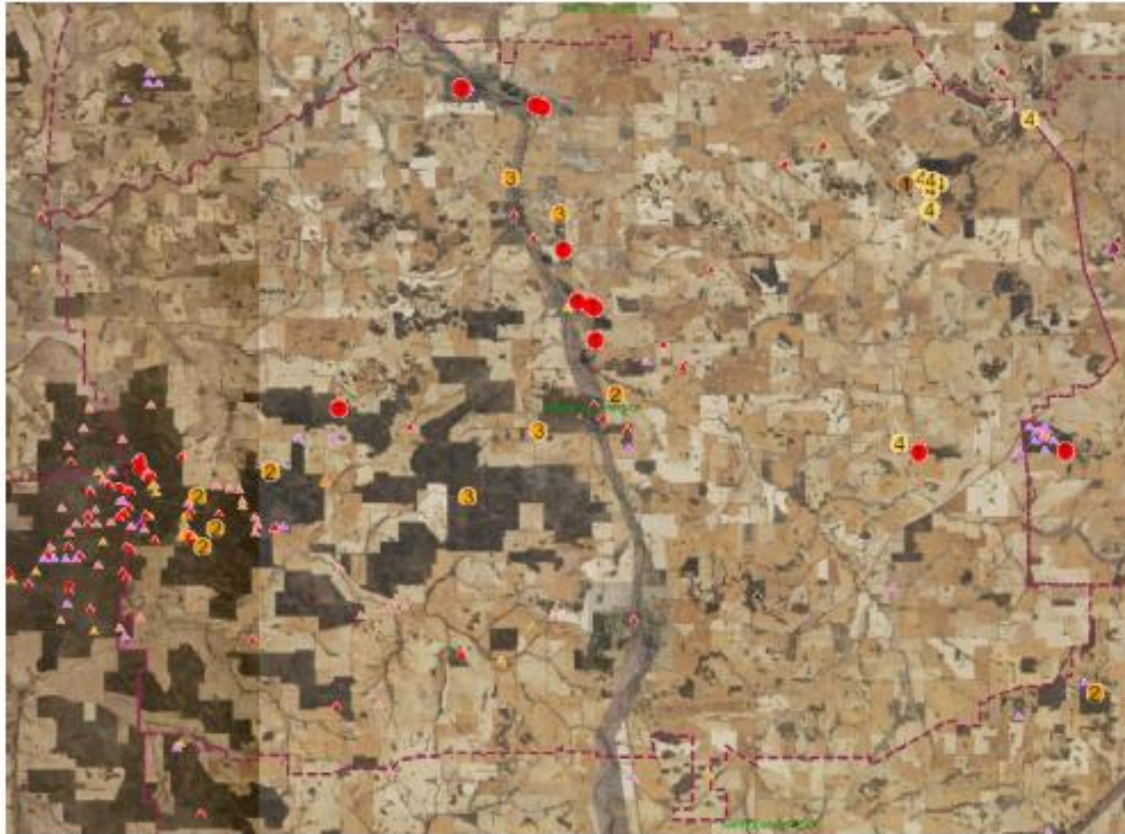


Figure 30: Map reflecting the indicative locations of endangered flora and fauna in the Shire of Cuballing⁵¹

Threatened Ecological Communities

The Shire of Cuballing is within the catchment of the *Eucalypt Woodlands of the Western Australian Wheatbelt Ecological Community* (see Figure 31 below). The *Eucalypt Woodlands of the WA Wheatbelt* has been registered as a federally listed Threatened Ecological Community (TEC) and is a registered Matter of National Environmental Significance (MNES) which provides unique national environmental protections.



Figure 31: Open Eucalyptus Woodland⁵²

⁵¹ Source: DFES Bushfire Risk Management System

⁵² Source: Department of Biodiversity Parks and Attractions

A TEC is “a community presumed to be totally destroyed or at risk of becoming totally destroyed.”⁵³ Being listed as a TEC offers the vegetation protections under the *Environment Protection and Biodiversity Conservation Act 1999*. The following map (Figure 32) depicts the coverage of the TEC which reflects a concentration in the Dryandra Woodlands.

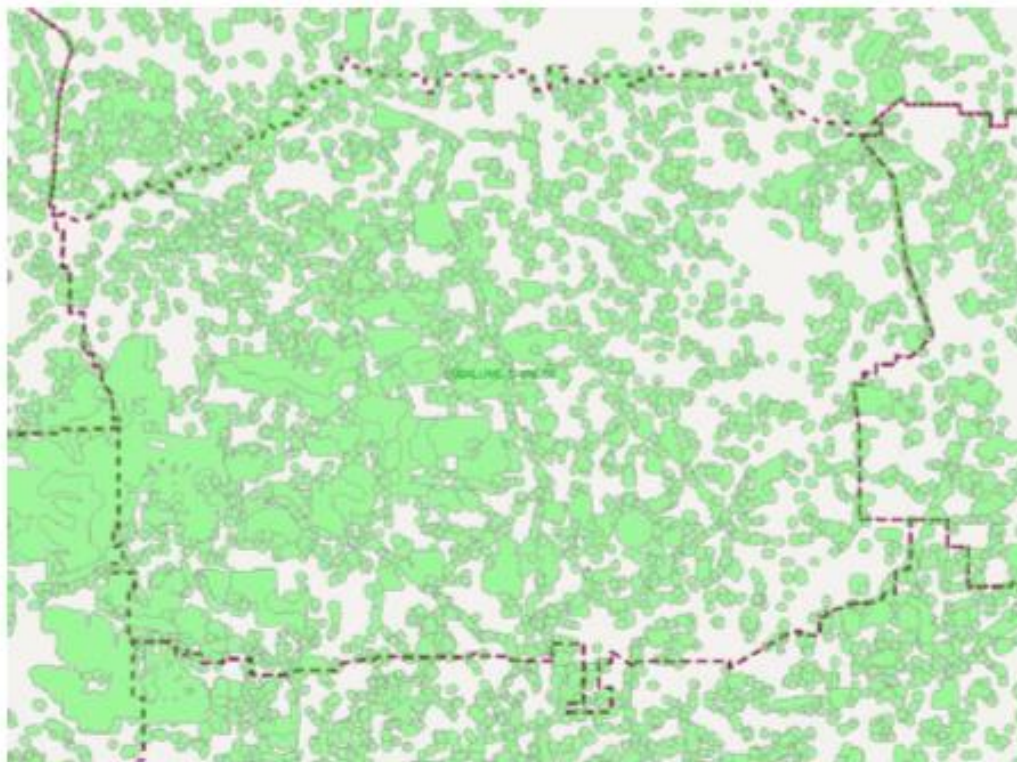


Figure 32: Map reflecting the coverage of the Eucalypt Woodlands of the Western Australian Wheatbelt Threatened Ecological Community⁵⁴

The *Approved Conservation Advice (including listing advice)* for the Eucalypt Woodlands of the Western Australian Wheatbelt notes that altered fire regimes, notably changed fire frequency, but also changes to fire intensity and season, (such as occurs during prescribed burning) is a key threat to the ecological community. This indicates that there is a risk that a prescribed burn may have a significant impact on the threatened community, however, the Conservation Advice also notes that the response of the TEC to fire is site specific, that the TEC can benefit from an appropriate fire regime and that many responses to fire disturbance can be relatively temporary and/or minor. Therefore, when planning treatments on tenure within the TEC catchment, particularly prescribed burns, the following should be considered:

- the extent to which the proposed clearing or controlled burn will remove or substantially damage tall *Eucalypt* trees which are a key component of the Eucalypt Woodlands TEC
- the extent to which the understory is likely to be impacted and/or recover after the fire event
- whether there is a risk that the controlled burn or clearing will facilitate the invasion and/or spread of fast colonising weed species benefiting from the temporary reduction in vegetative competition

- control measures to implement to prevent the fire from intensifying or spreading; noting that a 'hot' burn is likely to substantially alter the vegetative structure or change the nature of the understorey of the TEC (e.g. high intensity fires can scar trees allowing entry of wood decaying fungi)
- whether fire sensitive eucalypts, such as gimlet or salmon gums are present.

Fauna

Major populations of three nationally endangered species exist within the Shire of Cuballing, centred on the Dryandra Woodlands: the Woylie (*Bettongia penicillata*), the Red-Tailed Phascogale (*Phascogale calura*) and over 50 percent of the total known population of the Numbat (*Myrmecobius fasciatus*).⁵⁵



Figure 33: Picture of the nationally endangered Numbat (*Myrmecobius fasciatus*).⁵⁶

Threatened fauna receive extra protection within a number of animal sanctuaries located throughout the Dryandra Woodlands. One such sanctuary, 'Barna Mia', is a public education program open to visitors by appointment for nocturnal tours. Native marsupial fauna includes the Woylie (*Bettongia penicillata*), Bilby (*Macrotis lagotis*), Mala (*Lagorchestes hirsutus*), Boodie (*Bettongia lesueur*), and Marl (or western barred bandicoot: *Perameles bougainville*).⁵⁷

3.2.4 Bushfire Frequency and Causes of Ignition

DFES records show that from 1/07/2008 – 30/06/2019, a total of 47 incidents were reported in the Shire of Cuballing, reflecting on average 5 per year. Anecdotal evidence would suggest that this figure may not be accurate with the local belief that there have been other non-reported fires. Recent education of local fire management personnel has seen an increase in credibility of fire reporting. Ongoing education is planned, through pre-fire season briefings, to ensure ongoing accuracy of reportable incidents.

⁵⁵ Source: Wikipedia – Dryandra Woodland

⁵⁶ Source: Wikipedia – Dryandra Woodland

⁵⁷ Source: Wikipedia – Dryandra Woodland

Table 5 – Reported landscape fires in the Shire of Cuballing 2008 – 2019⁵⁸

Government of Western Australia
Department of Fire & Emergency Services

DFES
Department of Fire & Emergency Services

All Bushfires

LGA of CUBALLING (S)

from 01/07/2008 to 30/06/2019

A Bushfire is considered to be any vegetation fire (bush, grass, scrub, forest) of any size

Bushfires Summary of Ignition for CUBALLING (S)

	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	Total
Total Number of Bushfires:	4	12	3	3	3	1	5	2	8	2	4	47
Burn off fires	0	0	0	1	0	0	0	0	1	0	1	3
Campfires/boilfires/outdoor cooking	0	0	0	1	1	0	0	0	1	0	0	3
Cigarette	0	0	0	0	0	0	0	1	2	0	0	3
Equipment - Mechanical or electrical fault	0	1	0	0	0	0	0	0	0	0	0	1
Hot works (grinding, cutting, drilling etc.)	1	0	0	0	0	0	0	0	0	0	0	1
Reignition of previous fire	0	0	0	0	0	0	0	0	0	1	1	2
Suspicious/Deliberate	1	0	0	0	0	0	2	0	1	0	1	5
Undetermined	0	2	0	0	0	0	0	0	0	0	0	2
Unreported	1	0	3	0	2	0	0	0	0	0	0	6
Vehicles (incl. Farming Equipment/Activities)	0	2	0	0	0	0	1	0	2	0	1	6
Weather Conditions - Lightning	1	7	0	1	0	1	2	1	0	1	0	14
Weather Conditions (High winds, natural combustion etc. Excludes Lightning)	0	0	0	0	0	0	0	0	1	0	0	1

On review of the above ignition data it is indicated that “Weather Conditions – Lightning strikes” are the most frequent cause of bushfire within the Shire. Local fire personnel make use of new technology such as phone apps (Lightening Tracker) to monitor lightning strikes and forward deploy personnel to conduct ‘on group’ checks. Bureau of Meteorology Weather Warnings are also widely circulated to fire personnel. Agricultural related vehicle fires are the next most frequent, this challenge is largely addressed by council bylaws outlined in the Shires Firebreak Notice as well as Harvest and Vehicle Movement Bans.

The distribution of fires, as shown in Figure 34, reflects that fires are not concentrated in any area of the Shire.

Figure 34 - Map reflecting the location of recorded fires within the Shire of Cuballing⁵⁹⁵⁸ Source: Department of Fire and Emergency Services⁵⁹ Source: Department of Fire and Emergency Services

3.2.5 Current Bushfire Management Activities

Bushfire Control Activities

The *Bush Fires Act 1954*, sections 17 and 18, provides for the 'declaration and gazettal' of Prohibited and Restricted Burning Times as well as the ability to adjust burning times to suit changing weather conditions.

The Shire of Cuballing Restricted and Prohibited Burning times are as follows, subject to possible variation depending on each bushfire season with the Shire also imposing an annual ban during the festive season:

- 1st October to 31st October: Restricted (permits required)
- 1st November to 1st March: Prohibited
- 2nd March to 19th April: Restricted (permits required)
- Festive season automatic harvest bans: 25th of December and 1st of January each year.⁶⁰

Local Planning Strategy

The WA Planning Commission endorsed the Shire of Cuballing Local Planning Strategy in June 2019, that includes the following in relation to bushfire:

2.6.1 Bushfire

'Reducing vulnerability to bushfire is the collective responsibility of State and local government, landowners, industry and the community. It requires ongoing commitment and diligence to a range of management measures such as the appropriate location and design of development, managing potential fuel loads, implementing bushfire management plans; providing emergency services, increasing awareness of the potential risk through education; and ensuring evacuation plans are in place. Such measures, in conjunction with planning policy and building controls, have the effect of increasing community resilience to bushfire.'

Decision making authorities should seek to minimise the potential for property and lives to be put at risk from bushfire. This can be done by:

- (a) not placing people, property and infrastructure in areas of extreme bushfire risk;*
- (b) reducing vulnerability to bushfire through the identification and assessment of bushfire hazards and risks at all stages of the planning process;*
- (c) ensuring subdivision, development and land use proposals take into account bushfire protection requirements and include bushfire protection measures; and*
- (d) taking a responsible, balanced approach between bushfire risk management and management measures, and landscape, amenity and biodiversity conservation objectives.*

Broad-scale mapping of bushfire prone areas indicates that large parts of the district are bushfire prone. In this respect, any proposal to rezone, subdivide or develop land in a bushfire prone area will need to be accompanied by a bush fire management plan or associated assessment that demonstrates how the risk of bushfire can be mitigated in accordance with WAPC policy. The Shire has commissioned a bushfire hazard level assessment.

2.6.3 Key Hazard Issues

- (i) The significant bushfire risk within the district needs to be managed at each stage of the planning process by decision making authorities and landowners.⁶¹*

⁶⁰ Source: Shire of Cuballing Bush Fire Notice 2017/2018

⁶¹ Source: Shire of Cuballing Local Planning Strategy, June 2019

The Shire of Cuballing Planning Strategy includes reference to “*Local Planning Strategy Bushfire Hazard Level Assessment*” (Lush Fire & Planning, November 2016).⁶² Mainly focused on the townships of Cuballing and Popanyinning, this 2016 assessment is congruent with the risk assessments and ratings completed in the development of this BRM Plan. The following diagrams, *Figures 35 and 36*, depict the extreme hazard areas as identified in the “*Local Planning Strategy Bushfire Hazard Level Assessment*”.

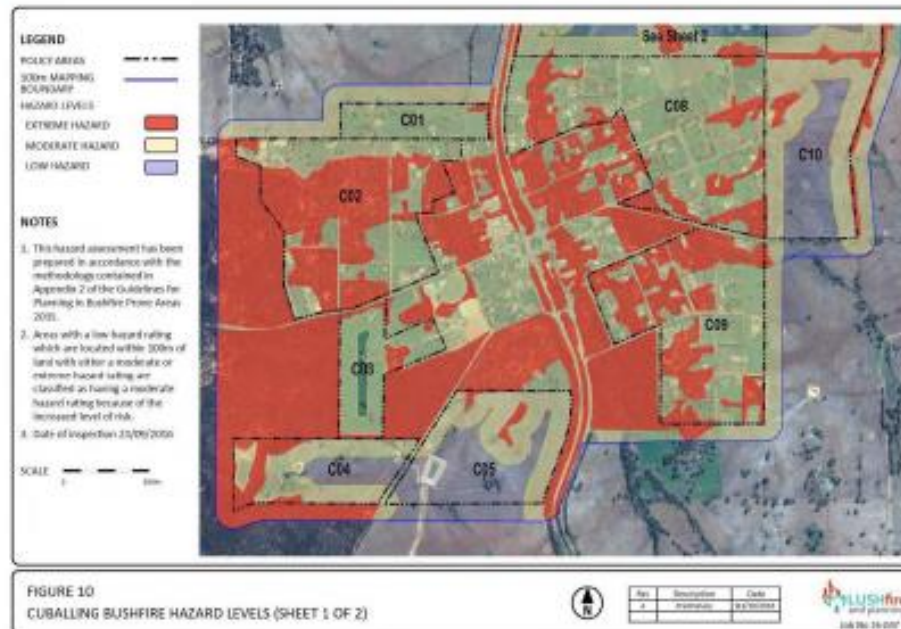


Figure 35– Bushfire Hazard Levels within the Townsite of Cuballing⁶³

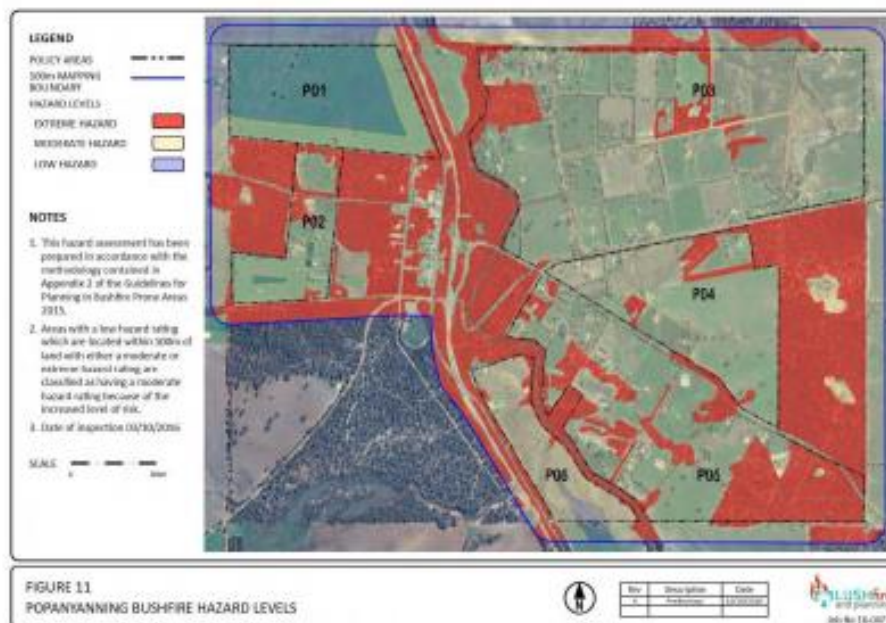


Figure 36 – Bushfire Hazard Levels within the Townsite of Popanyinning⁶⁴

⁶² Source: Shire of Cuballing Local Planning Strategy, June 2019

⁶³ Source: Cuballing / Popanyinning Local Planning Strategy Bushfire Hazard Level Assessment, Lush Fire & Planning, Nov 16

⁶⁴ Source: Cuballing / Popanyinning Local Planning Strategy Bushfire Hazard Level Assessment, Lush Fire & Planning, Nov 16

Bushfire Prone Mapping

The intent of the WA Government's *Bushfire Prone Planning Policy* is to implement effective risk-based land use planning and development to preserve life and reduce the impact of bushfire on property and infrastructure.⁶⁵ The *State Planning Policy 3.7 – Planning for Bushfire Prone Areas* ensures bushfire risk is given due consideration in all future planning and development decisions. As the policy does not apply retrospectively and focuses on individual developments and buildings, the BRM Plan focuses on identifying existing bushfire risk and establishing an effective treatment plan to manage unacceptable community risks.

Broad-scale mapping of bushfire prone areas within the Shire of Cuballing indicates that large parts of the district are bushfire prone. This is reflected in *Figure 37*. Bushfire Prone Areas are subject to increased planning and construction requirements as detailed in the Planning and Development (Local Planning Scheme amendment) Regulations 2015.

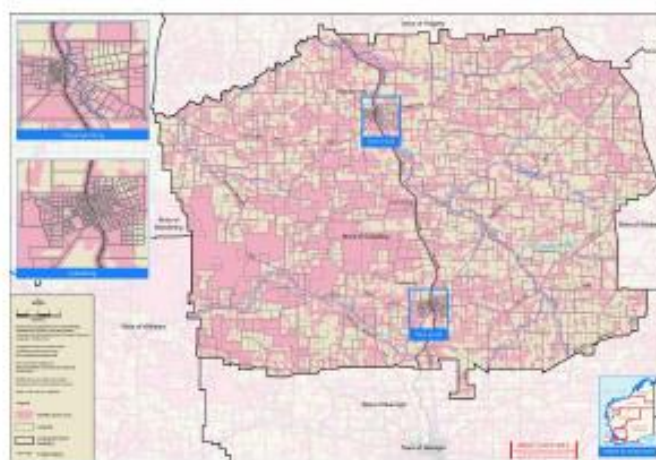


Figure 37: Map reflecting Bushfire Prone areas within the Shire of Cuballing as at Dec 2017⁶⁶

Harvest and Vehicle Movement Bans

In recognising the significance of agricultural activities in the Shire, and to reduce the risk of crop related bushfires; the Shire has controls in place pursuant to the *Bush Fires Regulations 1954*. These controls are reviewed annually by the Bushfire Advisory Committee (BFAC). One such control is the issuing of Harvest and Vehicle Movement Bans. The Shire can issue Harvest and Vehicle Movement Bans under *Bush Fires Regulations 1954 Section 38A*, and/or *Section 24C* to restrict the use of vehicles and machinery that have an increased risk of igniting a fire on days when weather conditions are considered unfavourable. Bans are generally issued because of the risk posed by agricultural practices during severe fire weather events.

Harvest and Vehicle Movement Bans are issued by the Shire's Chief Bush Fire Control Officer, in consultation with the Bushfire Brigade Fire Control Officers, when the use of engines, vehicles, plant or machinery during the Prohibited Burning Times or the Restricted Burning Times (or both) is likely to cause a fire or contribute to the spread of a bushfire. A Harvest and Vehicle Movement Ban may be imposed for any length of time but is generally imposed for the 'heat of the day' periods and may be extended or revoked by the local government, should weather conditions change.

⁶⁵ Source: *State Planning Policy 3.7 – Planning in Bushfire Prone Areas*

⁶⁶ Source: *Shire of Cuballing Local Planning Strategy, June 2019*

Whilst detailed records have not been kept for Harvest and Vehicle Movement Bans within the Shire, it is believed that on average, 5 bans are issued annually.⁶⁷

Response Capacity

Cuballing has six Volunteer Bush Fire Brigades with State Government Emergency Services Levy (ESL) funding the vehicles located in the Cuballing and Popanyinning townsites. Collectively, these brigades house one 4.4 appliance (4000lt water capacity), two 2.4 appliances (2 x 2000ltr water capacity) and one Light tanker.

The Volunteer Bush Fire Brigades registered within the Shire include:

- Cuballing East (Farmer response)
- Cuballing Town
- Cuballing West (Farmer response)
- Popanyinning East (Farmer response)
- Popanyinning Town
- Popanyinning West (Farmer response)

The Shire had 144 registered emergency services volunteers as at March 2020.

Initial fire suppression is supported by local farmer response units. Private appliances range from 500L slip on water units to various sized water carts.

The Shire has an active Bushfire Advisory Committee (BFAC) with the membership including those in leadership positions from each of the Brigades. BFAC members hold considerable bushfire firefighting skills and experience. This forum has been integral to the development of the BRM Plan and the BFAC membership will continue to be key stakeholders in the implementation and review of the plan.

In the context of the four stages of emergency management – *Prevention, Preparation, Response and Recovery*, the Shire of Cuballing has a strong and very proactive approach to bushfires. As bushfire events can directly impact a farmer's livelihood, colloquially '*if the smoke goes up*', history has shown a positive response reflecting the community's values and willingness to help their neighbours. There's an all hands on-deck approach with farmer response units arriving from neighbouring farms and further afield. The bushfire management and response skills and experience level is considered to be high amongst the volunteers with many of the volunteers amassing considerable years of service. The Shire and the community of Cuballing benefit greatly from the depth of skills, knowledge, experience and commitment from the emergency services volunteers.

The Emergency Services Volunteer figure of 144 does not reflect the additional personnel, sometimes referred to as 'spontaneous volunteers', who are not officially registered as Emergency Services (ES) Volunteers, but spring into action upon the first sight or smell of smoke. In line with the Shire's demographics, it is expected that most spontaneous volunteers would be farmers. Together with the registered farmer response personnel this has inherent benefits including:

- Access to mobile fire units
- Bushfire fighting skills
- Familiarity with the terrain, tracks, landmarks, landowners etc.

The local agricultural industry peaks in late October through to late December with the curing of crops and harvesting. The high reliance upon farmers for response may become an issue during the harvest season, when many local resources are engaged with agricultural activities however, whilst harvesting, farmers are required to have firefighting units at the ready allowing for a quick response. Conversely,

⁶⁷ Source: Shire of Cuballing

there are more resources available for fire suppression and a greater sense of urgency to contain fire threatening unharvested paddocks.

Following harvest many farmers take their holidays which often involves leaving the Shire with their families. Consequently, this leads to fewer resources being available for observing and reporting bushfires, and possibly a reduced response and suppression capability during the critical summer months. There is however a drop in the risk in early February, post-harvest, as it is around this time that stock is rotated effectively reducing fuel loads through grazing. The risk rises again in March – May as some farmers undertake stubble burns in preparation for seeding and escapes from burn-offs are a known cause of fires in the area.

The key times within the Shire of Cuballing that may impact response are:

- Preparation for Seeding: March - May
- Seeding: April – June
- Hay/Harvest: September – January

Like most Local Governments the Shire of Cuballing has an annually issued Fire Break notice which details the requirements for residents to maintain and construct fire breaks, asset protection zones and undertake other fire mitigation activities. When firefighting resources are committed it's vital that the community have adequately prepared their properties and enacted their bushfire plans, as the demand for assistance will quickly exceed the capacity of available resources.

During the dry season (December to February) there is a general lack of water throughout the Shire. The Shire has purchased a 25 000 ltr Water Tanker to enable water to be carted to high risk areas in response to pending fire weather. They are also exploring the purchase of collar tanks for use in fire response, providing a further mobile water source able to be deployed throughout the Shire.

Concerns have also been raised in relation to accessibility of water within the Townsite of Popanyinning with only 2 hydrants and 1 standpipe available. Water pressure issues are evident and there are long turnaround times of over 20 minutes for refilling water tankers.

4. Asset Identification and Risk Assessment

4.1 Asset Identification

Asset identification and risk assessment has been conducted at the local level using the methodology described in the Guidelines'. Identified assets have been mapped, recorded and assessed in the Bushfire Risk Management System (BRMS). Identified assets are categorised into the following subcategories:

Table 6 – Asset Categories and Subcategories

Asset Category	Asset Subcategories
Human Settlement	<ul style="list-style-type: none"> • Residential areas Rural urban interface areas and rural properties. • Places of temporary occupation Commercial, mining and industrial areas located away from towns and population centres (that is, not adjoining residential areas). • Special risk and critical facilities Hospitals, nursing homes, schools and childcare facilities, tourist accommodation and facilities, prison and detention centres, government administration centres and depots, incident control centres, designated evacuation centres, police, fire and emergency services.
Economic	<ul style="list-style-type: none"> • Agricultural Pasture, grazing, livestock, crops, viticulture, horticulture and other farming infrastructure. • Commercial and industrial Major industry, waste treatment plants, mines, mills and processing and manufacturing facilities and cottage industry. • Critical infrastructure Power lines and substations, water and gas pipelines, telecommunications infrastructure, railways, bridges, port facilities and waste water treatments plants. • Tourist and recreational Tourist attractions and recreational sites that generate significant tourism and/or employment within the local area. • Commercial forests and plantations • Drinking water catchments
Environmental	<ul style="list-style-type: none"> • Protected Rare and threatened flora and fauna, ecological communities and wetlands. • Priority Fire sensitive species and ecological communities. • Locally important Nature conservation and research sites, habitats, species and communities, areas of visual amenity.
Cultural	<ul style="list-style-type: none"> • Aboriginal heritage Places of indigenous significance. • Recognised heritage Assets afforded legislative protection through identification by the National Trust, State Heritage List or Local Planning Scheme Heritage List. • Local heritage Assets identified in a Municipal Heritage Inventory or by the community. • Other Other assets of cultural value, for example community centres and recreation facilities.

4.2 Assessment of Bushfire Risk

Risk assessments have been undertaken for each asset, or group of assets, identified using the methodology described in the Guidelines. Most risk assessments were undertaken via 'desk top' assessment in the first instance. However, assets with a preliminary rating of 'very high' and 'extreme' have been validated through field assessment.

At the time of completing this Bushfire Risk Management Plan, a total of 320 assets have undergone a bushfire risk assessment.

The percentage of assets within the local government in each asset category at the time of BRM Plan endorsement is shown in Table 7:

Table 7 – Asset Category Proportions

Asset category	Proportion of identified assets
Human Settlement	87.5%
Economic	7.5%
Environmental	0.35%
Cultural	4.65%

4.2.1 Likelihood Assessment

Likelihood is described as the chance of a bushfire igniting, spreading and reaching an asset. The approach used to determine the likelihood rating is the same for each asset category: Human Settlement, Economic, Environmental and Cultural.

'Likelihood' has been assessed in the context of:

- Separation Distance – the distance between the asset and the hazard vegetation, and
- Fuel Age – the period elapsed since the fuel was last burnt

There are four possible likelihood ratings: almost certain, likely, possible, and unlikely.

Table 8 – Likelihood Ratings

Likelihood Rating	Description
Almost Certain (Sure to Happen)	<ul style="list-style-type: none"> • Is expected to occur in most circumstances; • High level of recorded incidents and/or strong anecdotal evidence; and/or • Strong likelihood the event will recur; and/or • Great opportunity, reason or means to occur; • May occur more than once in 5 years.
Likely (Probable)	<ul style="list-style-type: none"> • Regular recorded incidents and strong anecdotal evidence; and/or • Considerable opportunity, reason or means to occur; • May occur at least once in 5 years.
Possible (feasible but < probable)	<ul style="list-style-type: none"> • Should occur at some stage; and/or • Few, infrequent, random recorded incidents or little anecdotal evidence; and/or • Some opportunity, reason or means to occur.
Unlikely (Improbable, not likely)	<ul style="list-style-type: none"> • Would only occur under exceptional circumstances.

4.2.2 Consequence Assessment

Consequence is described as the outcome or impact of a bushfire event. The approach used to determine the consequence rating is different for each asset category: Human Settlement, Economic, Environmental and Cultural.

There are four possible consequence ratings: minor, moderate, major and catastrophic.

Table 9 – Consequence Ratings

Consequence Rating	Descriptions
Minor	<ul style="list-style-type: none"> No fatalities. Near misses or minor injuries with first aid treatment possibly required. No persons are displaced. Little or no personal support (physical, mental, emotional) required. Inconsequential or no damage to an asset, with little or no specific recovery efforts required beyond the immediate clean-up. Inconsequential or no disruption to community. Inconsequential short-term failure of infrastructure or service delivery. (Repairs occur within 1 week, service outages last less than 24 hours.) Inconsequential or no financial loss. Government sector losses managed within standard financial provisions. Inconsequential business disruptions.
Moderate	<ul style="list-style-type: none"> Isolated cases of serious injuries, but no fatalities. Some hospitalisation required, managed within normal operating capacity of health services. Isolated cases of displaced persons who return within 24 hours. Personal support satisfied through local arrangements. Localised damage to assets that is rectified by routine arrangements. Community functioning as normal with some inconvenience. Isolated cases of short to mid-term failure of infrastructure and disruption to service delivery. (Repairs occur within 1 week to 2 months, service outages last less than 1 week.) Local economy impacted with additional financial support required to recover. Government sector losses require activation of reserves to cover loss. Disruptions to businesses lead to isolated cases of loss of employment or business failure. Isolated cases of damage to environmental or cultural assets, one-off recovery efforts required, but with no long term effects to asset.
Major	<ul style="list-style-type: none"> Isolated cases of fatalities. Multiple cases of serious injuries. Significant hospitalisation required, leading to health services being overstretched. Large number of persons displaced (more than 24 hours duration). Significant resources required for personal support. Significant damage to assets, with ongoing recovery efforts and external resources required. Community only partially functioning. Widespread inconvenience, with some services unavailable. Mid to long-term failure of significant infrastructure and service delivery affecting large parts of the community. Initial external support required. (Repairs occur within 2 to 6 months, service outages last less than a month.)

Consequence Rating	Descriptions
	<ul style="list-style-type: none"> Local or regional economy impacted for a significant period of time with significant financial assistance required. Significant disruptions across industry sectors leading to multiple business failures or loss of employment. Significant damage to environmental or cultural assets that require major rehabilitation or recovery efforts. Localised extinction of native species. This may range from loss of a single population to loss of all of the species within the BRM Plan area (for a species which occupies a greater range than just the BRM Plan area).
Catastrophic	<ul style="list-style-type: none"> Multiple cases of fatalities. Extensive number of severe injuries. Extended and large number requiring hospitalisation, leading to health services being unable to cope. Extensive displacement of persons for extended duration. Extensive resources required for personal support. Extensive damage to assets that will require significant ongoing recovery efforts and extensive external resources. Community unable to function without significant support. Long-term failure of significant infrastructure and service delivery affecting all parts of the community. Ongoing external support required. (Repairs will take longer than 6 months, service outages last more than 1 month.) Regional or State economy impacted for an extended period of time with significant financial assistance required. Significant disruptions across industry sectors leading to widespread business failures or loss of employment. Permanent damage to environmental or cultural assets. Extinction of a native species in nature. This category is most relevant to species that are restricted to the BRM Plan area, or also occur in adjoining areas and are likely to be impacted upon by the same fire event. 'In nature' means wild specimens and does not include flora or fauna bred or kept in captivity.

The methodology used to determine the consequence rating for each asset category is based on the following:

- Consequence Rating - Human Settlement Assets**
 The outcome or impact of a bushfire event on the asset, or a group of assets, measured by the hazard posed by the classified vegetation and the vulnerability of the asset.
- Consequence Rating - Economic Assets**
 The outcome or impact of a bushfire event on the asset, or a group of assets, measured by the hazard posed by the classified vegetation and the vulnerability of the asset.
- Consequence Rating - Environmental Assets**
 The outcome or impact of a bushfire event on the asset, or a group of assets, measured by the vulnerability of the asset and the potential impact of a bushfire or fire regime.
- Consequence Rating - Cultural Assets**
 The outcome or impact of a bushfire event on the asset, or a group of assets, measured by the hazard posed by the classified vegetation and the vulnerability of the asset.

The methodology used to determine the consequence rating for each asset category is based on the following taken from the *Bushfire Risk Management Planning Handbook (2018)*:

Determining Bushfire Hazard

The level of bushfire hazard for human settlement, economic and cultural assets is determined using a quantified bushfire hazard assessment model.⁶⁸ The model is based on the methodology set out in *AS3959-2009 Construction of buildings in bushfire prone areas* that is used to undertake a Bushfire Attack Level (BAL) assessment. The hazard assessment is used to measure the severity of an asset's potential exposure to ember attack, radiant heat and direct flame contact. Criteria applied when undertaking the bushfire hazard assessment is as follows:⁶⁹

Application of Fire Danger Index (FDI) 80. - The fire danger index reflects the chance of a fire starting, its rate of spread, its intensity and the difficulty of its suppression, according to various combinations of air temperature, relative humidity, wind speed and both the long- and short-term drought effects. Inputs to hazard assessment calculation are reflective of FDI 80 (Grass Fire Danger Index 110) conditions, as per AS3959-2009. The higher the rating, the less chance of controlling a fire until weather conditions improve.

The Shire of Cuballing is located within the Upper Great Southern Fire Weather District. Given the prevalence of agricultural holdings within the Shire of Cuballing, the Grass Fire Danger Index is the model applied to determine the FDI within the Shire given the prevalence of agricultural activities.

From the FDI, predictions can be made regarding a fire's rate of spread, intensity and the potential for various suppression tactics to succeed. The FDI is the basis for determining the Fire Danger Rating, shown below, which is a scale developed to assist communities to better understand information about fire danger.⁷⁰

- **Classification of vegetation** - Vegetation is classified as per the vegetation categories listed in the Guidelines, and in accordance with AS3959-2009. Vegetation meeting the low hazard exclusion criteria is automatically rated as low hazard. Where more than one vegetation type is present, the assessment is based on the vegetation type that presents the greatest hazard to the asset.
- **Separation Distance** - Is measured from the closest part of the assets, such as a house, to the nearest edge of the hazard vegetation. Where there is a flammable structure within 6 metres (e.g. a shed or patio next to a house), it is included as a part of the asset.
- **Slope** - Two slope measurements are used in the hazard assessment calculation – the slope of the land under the hazard vegetation and the slope of the land between the asset and the hazard vegetation.

Hazard assessments are based around Bushfire Management Zones (BMZ) with a focus on hazards within the Asset Protection Zone (20 metres) and Hazard Separation Zone (80 metres).

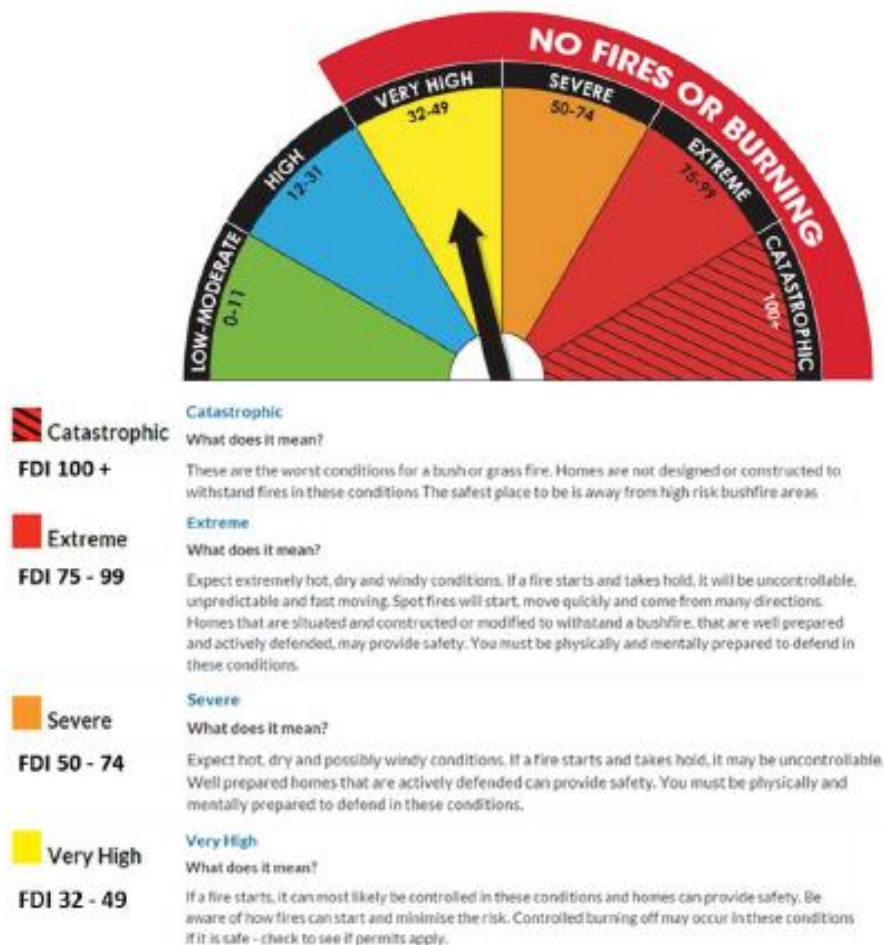
⁶⁸ *Guidelines for Preparing a Bushfire Risk Management Plan (2015)*

⁶⁹ *AS3959-2009 Construction of buildings in bushfire prone areas*

⁷⁰ *Source: Department of Fire and Emergency Services*

Figure 38: Bushfire Management Zones ⁷¹

The Fire Danger Ratings are explained below:

Figure 39: Fire Danger Ratings ⁷²

4.2.3 Assessment of Environmental Assets

Using available biological information and fire history data, environmental assets with a known minimum fire threshold were assessed to determine if they were at risk from bushfire, within the five-year life of the BRM Plan. The Department of Biodiversity, Conservation and Attractions (DBCA) Parks and Wildlife Services (PWS) assisted with the identification and assessment of Environmental assets. Environmental assets that were unlikely to be adversely impacted by bushfire within the five-year

⁷¹ Bushfire Risk Management Planning Handbook, DFES (March 2018)

⁷² Source: Department of Fire and Emergency Services www.dfes.wa.gov.au

period have not been included and assessed in the BRM Plan. The negative impact of a fire on these assets (within the period of this BRM Plan) was determined to be minimal and may even be of benefit to the asset and surrounding habitat.

4.2.4 Local Government Asset Risk Summary

A risk profile for the Shire is provided in the summary (*Table 10*) below. This table shows the proportion of assets at risk from bushfire in each risk category at the time the BRM Plan was endorsed.

Table 10 – Local Government Asset Risk Summary

Risk Rating \ Asset Category	Low	Medium	High	Very High	Extreme
Human Settlement	0.35%	60%	20.65%	4.3%	2.2%
Economic	-	.95%	3.4%	1.9%	1.25%
Environmental	-	-	-	0.35%	-
Cultural	-	2.2%	1.5%	.95%	-

The 'Guidelines for Preparing a Bushfire Risk Management Plan' requires that only assets considered of value and vulnerable to bushfire are to be included in this plan consequently not all assets within the Shire have been included in the assessments.

An Asset Risk Register can be produced from the DFES managed Bushfire Risk Management System (BRMS). This details each asset, the risk assessment criteria applied and the resulting risk rating. Care should be maintained when releasing this data as the information is dynamic and should not be taken out of context or used for purposes other than those intended through this BRM Plan.

5. Risk Evaluation

5.1 Evaluating Bushfire risk

The risk rating for each asset has been assessed against the likelihood and consequence descriptions to ensure:

- The rating for each asset reflects the relative seriousness of the bushfire risk to the asset;
- Likelihood and consequence ratings assigned to each asset are appropriate; and
- Local issues have been considered.

5.2 Treatment Priorities

The treatment priority for each asset has been automatically assigned by BRMS, based on the asset's risk rating. *Table 11* shows how likelihood and consequence combine to give the risk rating and subsequent treatment priority for an asset.

Table 11 – Treatment Priorities

Consequence Likelihood	Minor	Moderate	Major	Catastrophic
Almost certain	3D (High)	2C (Very High)	1C (Extreme)	1A (Extreme)
Likely	4C (Medium)	3A (High)	2A (Very High)	1B (Extreme)
Possible	5A (Low)	4A (Medium)	3B (High)	2B (Very High)
Unlikely	5C (Low)	5B (Low)	4B (Medium)	3C (High)

5.3 Risk Acceptability

Risks below a certain level were not considered to require specific treatment during the life of this BRM Plan. They will be managed by routine local government wide controls and monitored for any significant change in risk.

In most circumstances risk acceptability and treatment will be determined by the land owner, in collaboration with local government and fire agencies. However, the following courses of action, as a general rule, have been adopted for each risk rating.

Table 12 – Criteria for Acceptance of Risk and Course of Action

Risk Rating	Criteria for Acceptance of Risk	Course of Action
Extreme (Priorities 1A, 1B, 1C)	Requires asset specific treatment strategies to be applied. Treatment action is required within 2 years of the plan being endorsed. It is unlikely that Local Government Wide Controls would be adequate to manage the risk.	Specific action(s) required in the first 2 years of the BRM Assets to be included on the Shires annual fire break inspection Priorities will include <ul style="list-style-type: none"> • treatments that will have maximum benefit to multiple assets and critical infrastructure • Identification of partnerships with other agencies for strategic mitigation

Risk Rating	Criteria for Acceptance of Risk	Course of Action
		<ul style="list-style-type: none"> Assets within the townsite to be included on Fire Break inspection list <p>Communication with stakeholders as per the Communications Plan</p>
Very High (Priorities 2A, 2B, 2C)	<p>Requires asset specific treatment strategies to be applied.</p> <p>Treatment action is required with 2 years of the plan being endorsed.</p> <p>It is unlikely that Local Government Wide Controls would be adequate to manage the risk.</p>	<p>Specific action(s) required in the first 3 years of the BRM Plan</p> <p>Assets to be included on the Shires annual fire break inspection</p> <p>Priorities will include</p> <ul style="list-style-type: none"> treatments that will have maximum benefit to multiple assets and critical infrastructure Identification of partnerships with other agencies for strategic mitigation <p>Assets within the townsite to be included on Fire Break inspection list</p> <p>Communication with stakeholders as per the Communications Plan</p>
High (Priorities 3A, 3B, 3C, 3D)	<p>Asset specific treatment strategies will likely be required to adequately manage the risk.</p>	<p>Specific action(s) required in the first 4 years of the BRM Plan</p> <p>Priorities will include</p> <ul style="list-style-type: none"> Assets that fall adjacent to Extreme or Very High-risk assets treatments that will have maximum benefit to multiple assets and critical infrastructure Identification of partnerships with other agencies for strategic mitigation <p>Communication with stakeholders as per the Communications Plan</p>
Medium (Priorities 4A, 4B, 4C)	<p>Asset specific treatments are not required, but risk should be monitored.</p> <p>Local government wide controls should be sufficient to manage the risk</p> <p>If there is a change in the landscape / environment these assets may need to be reassessed more frequently.</p>	<p>Addressed through Local Government Wide Controls</p> <p>Specific action is not required</p>

Risk Rating	Criteria for Acceptance of Risk	Course of Action
Low (Priorities 5A, 5B, 5C)	<p>Asset specific treatments are not required, but risk should be monitored.</p> <p>Local government wide controls should be sufficient to manage the risk</p> <p>If there is a change in the landscape / environment these assets may need to be reassessed more frequently.</p>	<p>Addressed through Local Government Wide Controls and/or Community Education</p> <p>Specific action is not required</p>

6. Risk Treatment

The purpose of risk treatment is to reduce the likelihood of a bushfire occurring and/or the potential impact of a bushfire on the community, economy and environment. This is achieved by implementing treatments that modify the characteristics of the hazard, the community or the environment.

There are many strategies available to treat bushfire risk. The treatment strategy (or combination of treatment strategies) selected will depend on the level of risk and the type of asset being treated. Not all treatment strategies will be suitable in every circumstance.

6.1 Local Government-Wide Controls

Local government-wide controls reflect activities that reduce the overall bushfire risk within the Shire of Cuballing. These types of treatments are not linked to specific assets and are applied across all or part of the local government as part of normal business or due to legislative requirements. The following controls are currently in place across the Shire of Cuballing:

- i. *Bush Fires Act 1954* Section 33 notices, including applicable fuel management requirements, firebreak standards and annual enforcement programs;
- ii. Declaration and management of Prohibited Burn Times, Restricted Burn Times and Harvest and Vehicle Movement Bans for the local government;
- iii. Public education campaigns, including Shire community education programs, and the use of DBCA and DFES state-wide programs, tailored to suit local needs; including programs such as *5-Minute Fire Chat*, *Bushfire Action Month*, *Are You Ready Campaign* etc;
- iv. State-wide arson prevention programs developed in conjunction with WA Police and DFES;
- v. State planning framework and local planning schemes, implementation of appropriate land subdivision and building standards in line with DFES, Department of Planning and Building Commission policies and standards;
- vi. Monitoring performance against the BRM Plan and reporting annually to the Shire of Cuballing and OBRM;
- vii. Shire of Cuballing's annual works program; and
- viii. Other practices and programs undertaken by local government or state agencies (*Multi-Agency Work Plans*) that contribute to bushfire risk management within the local government, including controls in place under state government policies, agreements or memorandums of understanding. These include:
 - a. Department of Fire and Emergency Services program of works on Unallocated Crown Land and Unmanaged Reserves;
 - b. Department of Biodiversity, Conservation and Attractions Master Burn Program;
 - c. Water Corporation Bushfire Risk Management Plan;
 - d. Western Power annual asset inspection and vegetation management program;
 - e. Department of Education Memorandum of Understanding;
 - f. Main Roads WA Bridge Assessment and Maintenance Works Plan;
 - g. Shire of Cuballing's pre-season meetings and training with Fire Control Officers and local Brigade members covering high risk areas; and
 - h. Total Fire Bans.

A *Local Government-Wide Controls and Multi-Agency Work Plan* is attached at *Appendix 2*. The plan details work to be undertaken as a part of normal business, to improve current controls or to implement new controls to better manage bushfire risk across the local government.

6.2 Asset-Specific Treatment Strategies

Asset-specific treatments are implemented to protect an individual asset or group of assets, identified and assessed in the BRM Plan as being at risk from bushfire. There are six asset specific treatment strategies:

- **Fuel management** - Treatment reduces or modifies the bushfire fuel through manual, chemical and prescribed burning methods;

- Ignition management - Treatment aims to reduce potential human and infrastructure sources of ignition in the landscape;
- Preparedness - Treatments aim to improve access and water supply arrangements to assist firefighting operations;
- Planning - Treatments focus on developing plans to improve the ability of firefighters and the community to respond to bushfire; and
- Community Engagement - Treatments seek to build relationships, raise awareness and change the behaviour of people exposed to bushfire risk.
- Other - Local government-wide controls, such as community education campaigns and planning policies, will be used to manage the risk. Asset-specific treatment is not required or not possible in these circumstances.

6.3 Determining the Treatment Schedule

The Treatment Schedule will be developed in broad consultation with land owners and other stakeholders and efforts will be made to finalise the Treatment Schedule within six months of this BRM Plan being endorsed by council. It is expected that the Treatment Schedule will be a dynamic document and will be amended to account for changing circumstances, including changes to assets and/or risk ratings.

Land owners are ultimately responsible for treatments implemented on their own land. This includes any costs associated with the treatment and obtaining the relevant approvals, permits or licences to undertake an activity. Where agreed, another agency may manage a treatment on behalf of a land owner. However, the onus is still on the land owner to ensure treatments detailed in this BRM Plan are completed.

It is important to note that some treatments, particularly those aimed at reducing the vegetation profile, will require ongoing management and will likely need to be repeated periodically in order to sustain risk reduction gains post the initial treatment. The maintenance regime should be included in the treatment schedule where possible.

7. Monitoring and Review

Monitoring and review processes are in place to ensure that the BRM Plan remains current and valid. These processes are detailed below to ensure outcomes are achieved in accordance with the *Communication Strategy* and *Treatment Schedule*.

7.1 Review

A comprehensive review of this BRM Plan will be undertaken at least once every five years, from the date of council endorsement. Significant circumstances that may warrant an earlier review of the BRM Plan include:

- Changes to the BRM Plan area, organisational responsibilities or legislation;
- Changes to the bushfire risk profile of the area; or
- Following a major fire event.

7.2 Monitoring

BRMS will be used to monitor the risk ratings for each asset identified in the BRM Plan and record the treatments implemented. New assets will be added to the *Asset Risk Register* when they are identified.

The Shire of Cuballing has determined that assets rated:

- 'Extreme' risk will be reassessed biennially and at the completion of a treatment as part of the post treatment evaluation
- 'Very High' risk will be reassessed biennially where possible and at the completion of a treatment as part of the post treatment evaluation
- 'High' risk will be reassessed at least once during the life of the plan or at the completion of a treatment as part of the post treatment evaluation
- 'Low' and 'Medium' risk should be reassessed during the development of future plans.

The plan will be monitored by a member of the Shire Administration Team designated by the Chief Executive Officer.

Post-treatment Risk Assessment, using the Bushfire Risk Management System, involves completing a risk re-assessment at the completion of any scheduled treatment/s to confirm that the treatment objectives have been achieved. This could include evaluation of the initial treatment or ongoing treatments included in a treatment management plan, noting that treatments may need to be repeated periodically to sustain risk reduction gains. The post-treatment risk assessment may identify that further treatments are required to reduce an asset's risk rating to an acceptable level. The post-treatment assessment uses the same methodology as the original assessment. All inputs to the assessment should be reviewed and updated to reflect any change (e.g. changes to the asset or surrounding area).

Risk Re-assessment involves an additional assessment to determine if any factors have changed (e.g. increases in fuel age, developments) that may impact upon the asset's risk rating. Risk re-assessments may be undertaken at any time using a 'desk top' assessment to review data and spatial information in BRMS. Ideally risk re-assessment for 'extreme' and 'very high' risk assets would include a site visit.

7.3 Reporting

The Shire of Cuballing will submit an annual report to the Office of Bushfire Risk Management summarising progress made towards implementation of the BRM Plan. This report will also be submitted to the Council for endorsement.

The reporting requirements will be managed by a member of the Shire Administration Team designated by the Chief Executive Officer.

7.3.1 Privacy Issues and Release of Information

Information captured through the Bushfire Risk Management System (BRMS) includes data considered 'personal' in nature including the names and addresses of landholders. There is therefore the potential for the data collected through the BRMS to be used for purposes other than bushfire risk mitigation (i.e. Insurance companies using this information to set insurance premiums).

The Chief Executive Officer is to be consulted prior to any Bushfire Risk Management Planning data being released to the public domain.

To actively encourage and support the implementation, monitoring and review of agreed actions the Shire of Cuballing, as a matter of course or upon request, will provide reports to key stakeholders that detail the assets and treatments that the stakeholders (landowners) have responsibility for.

8. Glossary

Asset	A term used to describe anything of value that may be adversely impacted by bushfire. This may include residential houses, infrastructure, commercial, agriculture, industry, environmental, cultural and heritage sites.
Asset Category	There are four categories that classify the type of asset – Human Settlement, Economic, Environmental and Cultural.
Asset Owner	The owner, occupier or custodian of the asset itself. Note: this may differ from the owner of the land the asset is located on, for example a communication tower located on leased land or private property.
Asset Register	A component within the Bushfire Risk Management System used to record the details of assets identified in the Bushfire Risk Management Plan.
Asset Risk Register	A report produced within the Bushfire Risk Management System that details the consequence, likelihood, risk rating and treatment priority for each asset identified in the Bushfire Risk Management Plan.
Bushfire	Unplanned vegetation fire. A generic term which includes grass fires, forest fires and scrub fires both with and without a suppression objective. ⁷³
Bushfire Hazard	The hazard posed by the classified vegetation, based on the vegetation category, slope and separation distance.
Bushfire Management Plan	A document that sets out short, medium and long term bushfire risk management strategies for the life of a development. ⁷⁴
Bushfire risk management	A systematic process to coordinate, direct and control activities relating to bushfire risk with the aim of limiting the adverse effects of bushfire on the community.
Consequence	The outcome or impact of a bushfire event.
Draft Bushfire Risk Management Plan	The finalised draft Bushfire Risk Management Plan (BRM Plan) is submitted to the OBRM for review. Once the OBRM review is complete, the BRM Plan is called the 'Final BRM Plan' and can be progressed to local government council for endorsement.
Emergency Risk Management Plan	A document (developed under <i>State Emergency Management Policy 2.9</i>) that describes how an organisation(s) intends to undertake the activities of emergency risk management based on minimising risk. These plans help inform the ongoing development of Local Emergency Management Arrangements (LEMA) and Westplans.

⁷³ Australasian Fire and Emergency Service Authorities Council 2012, *AFAC Bushfire Glossary*, AFAC Limited, East Melbourne.

⁷⁴ Western Australian Planning Commission 2015, *State Planning Policy 3.7: Planning in Bushfire Prone Areas*, WAPC, Perth.

Geographic Information System (GIS)	A data base technology, linking any aspect of land-related information to its precise geographic location. ⁷⁵
Geographic Information System (GIS) Map	The mapping component of the Bushfire Risk Management System. Assets, treatments and other associated information is spatially identified, displayed and recorded within the GIS Map.
Land Owner	The owner of the land, as listed on the Certificate of Title; or leaser under a registered lease agreement; or other entity that has a vested responsibility to manage the land.
Likelihood	The chance of something occurring. In this instance, the chance of a bushfire igniting, spreading and reaching the asset.
Locality	The officially recognised boundaries of suburbs (in cities and larger towns) and localities (outside cities and larger towns).
Priority	See Treatment Priority.
Recovery Cost	The capacity of an asset to recover from the impacts of a bushfire.
Responsible Person	The person responsible for planning, coordinating, implementing, evaluating and reporting on a risk treatment.
Risk acceptance	The informed decision to accept a risk, based on the knowledge gained during the risk assessment process.
Risk analysis	The application of consequence and likelihood to an event in order to determine the level of risk.
Risk assessment	The systematic process of identifying, analysing and evaluating risk.
Risk evaluation	The process of comparing the outcomes of risk analysis to the risk criteria to determine whether a risk is acceptable or tolerable.
Risk identification	The process of recognising, identifying and describing risks.
Risk Manager	The organisation or individual responsible for managing a risk identified in the Bushfire Risk Management Plan; including review, monitoring and reporting.
Risk Register	A component within the Bushfire Risk Management System used to record, review and monitor risk assessments and treatments associated with assets recorded in the Bushfire Risk Management Plan.
Risk treatment	A process to select and implement appropriate measures undertaken to modify risk.

⁷⁵ Landgate 2015, *Glossary of terms*, Landgate, Perth

Rural	Any area where in residences and other developments are scattered and intermingled with forest, range, or farm land and native vegetation or cultivated crops. ⁷⁶
Rural Urban Interface (RUI)	The line or area where structures and other human development adjoin or overlap with undeveloped bushland. ⁷⁷
Slope	The angle of the ground's surface measured from the horizontal.
Tenure Blind	An approach where multiple land parcels are considered as a whole, regardless of individual ownership or management arrangements.
Treatment	An activity undertaken to modify risk, for example a prescribed burn.
Treatment Objective	The specific aim to be achieved or action to be undertaken, to complete the treatment. Treatment objectives should be specific and measurable.
Treatment Manager	The organisation, or individual, responsible for all aspects of a treatment listed in the Treatment Schedule of the Bushfire Risk Management Plan, including coordinating or undertaking work, monitoring, reviewing and reporting.
Treatment Priority	The order, importance or urgency for allocation of funding, resources and opportunity to treatments associated with a particular asset. The treatment priority is based on an asset's risk rating.
Treatment Schedule	A report produced within the Bushfire Risk Management System that details the treatment priority of each asset identified in the Bushfire Risk Management Plan and the treatments scheduled.
Treatment Strategy	The broad approach that will be used to modify risk, for example fuel management.
Treatment Type	The specific treatment activity that will be implemented to modify risk, for example a prescribed burn.
Vulnerability	The susceptibility of an asset to the impacts of bushfire.

⁷⁶ Australasian Fire and Emergency Service Authorities Council 2012, *AFAC Bushfire Glossary*, AFAC Limited, East Melbourne

⁷⁷ Australasian Fire and Emergency Service Authorities Council 2012, *AFAC Bushfire Glossary*, AFAC Limited, East Melbourne

9. Common Abbreviations

APZ	Asset Protection Zone
BRMP	Bushfire Risk Management Planning
BRMS	Bushfire Risk Management System
CALD	Culturally and Linguistically Diverse
DEMC	District Emergency Management Committee
DFES	Department of Fire and Emergency Services
ERMP	Emergency Risk Management Plan
FFDI	Forest Fire Danger Index
FMP	Fire Management Plan
GFDI	Grassland Fire Danger Index
GIS	Geographic Information System
HSZ	Hazard Separation Zone
JAFFA	Juvenile and Family Fire Awareness
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LG	Local Government
LMZ	Land Management Zone
OBRM	Office of Bushfire Risk Management
PWS	Department of Biodiversity, Conservation and Attractions - Parks and Wildlife Service
SEMC	State Emergency Management Committee
SLIP	Shared Land Information Platform
WAPC	Western Australian Planning Commission

Appendix 1 – Communications Strategy



Shire of Cuballing

Bushfire Risk Management Planning
Communication Strategy

Document Control

Document Name	Communications Strategy	Current Version	1.1
Document Owner	Shire of Cuballing CEO	Issue Date	May 2020
Document Location	Shire Office	Next Review Date	May 2025

Related Documents

Title	Version	Date
Shire of Cuballing Bushfire Risk Management Plan	1.1	

Amendment List

Version
1.0

1 INTRODUCTION

A Bushfire Risk Management Plan (BRM Plan) is a strategic document that outlines the approach to the identification, assessment and treatment of assets exposed to bushfire risk within the Shire of Cuballing. This Communication Strategy accompanies the BRM Plan for the Shire of Cuballing. It documents the communication objectives for the BRM Plan, roles and responsibilities for communication, key stakeholders, target audiences and key messages at each project stage, communication risks and strategies for their management, and communication monitoring and evaluation procedures.

2 COMMUNICATIONS OVERVIEW

Communication Objectives

The communication objectives for the development, implementation and review of the BRM Plan for the Shire of Cuballing are as follows:

1. Key stakeholders understand the purpose of the BRM Plan and their role in the bushfire risk management planning process.
2. Stakeholders who are essential to the bushfire risk management planning process, or can supply required information, are identified and engaged in a timely and effective manner.
3. Relevant stakeholders are involved in decisions regarding risk acceptability and treatment.
4. Key stakeholders engage in the review of the BRM Plan as per the schedule in place for the local government area.
5. The community and other stakeholders engage with the bushfire risk management planning process and as a result are better informed about bushfire risk and understand their responsibilities to address bushfire risk on their own land.

Communication Roles and Responsibilities

The Shire of Cuballing is responsible for the development, implementation and review of the Communication Strategy. Key stakeholders support local government by participating in the development and implementation of the Communications Strategy as appropriate. An overview of communication roles and responsibilities follows:

- Shire of Cuballing CEO, or nominee, is responsible for:
 - endorsement of the BRM Plan Communications Strategy,
 - external communication with the local government area,
 - operational-level communication between the Shire and the Department of Fire and Emergency Services
 - approve the release of BRMS and BRM Plan data.
 - BRM Plan monitoring, review and reporting

Key Stakeholders for Communication

The following table identifies key stakeholders in bushfire risk management planning. These are stakeholders that are identified as having a significant role or interest in the planning process or are likely to be significantly impacted by the outcomes.

Stakeholder	Role or interest	Level of impact on outcomes	Level of engagement
Shire of Cuballing	Significant role in plan and treatment development, implementation and review. Responsible for treatments as a land owner/manager.	High	Inform, consult, involve, collaborate and empower
Department of Fire and Emergency Services	Significant role in plan and treatment development, implementation and review. Support role in treatment implementation.	High	Inform, consult, involve and collaborate
Department of Biodiversity, Conservation and Attractions	Significant role in plan and treatment development, implementation and review. Responsible for treatments as a land owner/manager.	High	Inform, consult, involve, collaborate and empower
Main Roads WA	Role in plan and treatment development, implementation and review. Responsible for treatments as a land owner/manager. Critical infrastructure interest.	Medium	Inform, consult, involve, collaborate
Telecommunication providers	Role in plan and treatment development, implementation and review. Responsible for treatments as a land owner/manager. Critical infrastructure interest.	Medium	Inform, consult, involve, collaborate
Department of Planning, Lands and Heritage, LandCorp & Landgate	Role in plan and treatment development, implementation and review	Medium	Inform, consult, involve, collaborate
Water Corporation & Department of Water	Role in plan and treatment development, implementation and review. Responsible for treatments as a land owner/manager. Critical infrastructure interest.	Medium	Inform, consult, involve, collaborate
Private Land Owners	Role in plan and treatment development, implementation and review. May have responsibilities for treatments as land owners/managers	High	Inform, consult, involve, collaborate and empower
Western Power	Role in plan and treatment development, implementation and review. Responsible for treatments as a land owner/manager. Critical infrastructure interest.	Medium	Inform, consult, involve, collaborate
Chief Bushfire Control Officer	Significant role in plan and treatment development, implementation and review. Actively assist in risk identification and treatment works. Empower to actively engage with community and identify/treat risks	High	Inform, consult, involve, collaborate and empower
Bushfire Brigades and other Emergency Services Volunteers	Significant role in plan and treatment development, implementation and review. Assist in risk identification and treatment works.	High	Inform, consult, involve, collaborate
Shire of Cuballing Bushfire Advisory Committee	Role in plan development, implementation and review. Actively assist in risk identification and treatment works. Empower to actively engage with community and identify/treat risks	High	Inform, consult, involve, collaborate

Regional Operations Advisory Committee	Role in plan development, implementation and review	Medium	Inform, consult, involve, collaborate
Local Emergency Management Committee	Role in plan development, implementation and review	Medium	Inform, consult, involve
Traditional Owners, Gnaala Karla Boodja Regional Corporation, South West Aboriginal Land and Sea Council & Department of Aboriginal Affairs	Role in plan and treatment development, implementation and review. May have responsibilities for treatments as land owners/managers	Medium	Inform, consult and involve
Shire of Cuballing Communities	Role in plan implementation and review	Medium	Inform, involve and consult

Communications Plan

Timing of Communication	Stakeholder (s)	Communication Objectives (Refer to Page 64)	Communication Method	Key Message or Purpose	Responsibility	Identified Risks to Communication	Strategy to Manage Risks	Monitoring & Evaluation Method
Development of the BRM Plan and Treatment Schedule								
Annually or as required	Shire of Cuballing CEO, Senior Leadership Team and Council	1 – 3 & 5	<ul style="list-style-type: none"> Email Face to face meetings 	<ul style="list-style-type: none"> Inform and consult Confirm accountability and responsibilities Input into plan and treatments 	BRMO & BRPC	<ul style="list-style-type: none"> Resource constraints could limit their ability to participate 	<ul style="list-style-type: none"> Clarify misunderstandings and intentions of plan Express value of meeting 	<ul style="list-style-type: none"> Stakeholder's willingness to participate Feedback on the presentation
Annually or as required	Shire of Cuballing Senior Leadership Team	1 – 3 & 5	<ul style="list-style-type: none"> Email Face to face meetings Phone 	<ul style="list-style-type: none"> Input into plan and treatments 	CEO or Delegate	<ul style="list-style-type: none"> Limited time Conflicting priorities 	<ul style="list-style-type: none"> Plan meetings 	<ul style="list-style-type: none"> Stakeholder's willingness to participate Contributions to treatment plan
Bi-Annually	Bushfire Advisory Committee (BFAC) and Regional Operations Advisory Committee (ROAC)	1 – 3 & 5	<ul style="list-style-type: none"> Email Face to face meeting Presentation 	<ul style="list-style-type: none"> Inform and consult Confirm project objectives Seek input into treatment plans Project updates 	BRMO & BRPC	<ul style="list-style-type: none"> Stakeholder's willingness to participate Availability of volunteers 	<ul style="list-style-type: none"> Preparation Ensure current information on the BRM Plan Project is available 	<ul style="list-style-type: none"> Seek feedback on the presentation and (anecdotal) community feedback
Annually and as required	Local Emergency Management Committee (LEMC)	1 – 3 & 5	<ul style="list-style-type: none"> Email Face to face meetings Presentation 	<ul style="list-style-type: none"> Confirm project objectives Seek input into treatment plans Project updates 	BRMO & BRPC	<ul style="list-style-type: none"> Stakeholder's willingness to participate 	<ul style="list-style-type: none"> Preparation Ensure current information on the BRM Plan Project is available 	<ul style="list-style-type: none"> Feedback on the presentation
Quarterly or as required	Chief Bushfire Control Officer (CBFCO), Bushfire Brigades, Brigade Captains	1 – 3 & 5	<ul style="list-style-type: none"> Email Face to face meetings 	<ul style="list-style-type: none"> Confirm project objectives Seek input into treatment plans and providing project updates 	BRMO & BRPC	<ul style="list-style-type: none"> Time constraints No plan, unorganised Availability of volunteers 	<ul style="list-style-type: none"> Clarify misunderstandings and intentions of plan Confirm benefits Preparation 	<ul style="list-style-type: none"> Feedback Support for BRMP process Level of engagement

				<ul style="list-style-type: none"> Identify Risk and share information 			<ul style="list-style-type: none"> Ensure current information on the BRM Plan Project is available 	
Biannually	Dept of Biodiversity, Conservation and Attractions	1 – 3 & 5	<ul style="list-style-type: none"> Face to face meetings Email Telephone 	<ul style="list-style-type: none"> Confirmation of environmental assets Identification of DBCA burn plans Confirming project objectives, seeking input into treatment plans and providing project updates Development of treatment options 	BRMO & BRPO	<ul style="list-style-type: none"> Resource constraints could limit their ability to participate Willingness to release 'confidential' data re environmental assets 	<ul style="list-style-type: none"> Clarify misunderstandings and intentions of plan Provide undertakings re the release of confidential data Restrict release of information and document in plan 	<ul style="list-style-type: none"> Level of engagement Environmental assets in BRMS
Annually and as required	Stakeholders – Landowners / Land Managers	1 – 3 & 5	<ul style="list-style-type: none"> Email Face to face meeting Telephone Presentations Community Engagement activities 	<ul style="list-style-type: none"> Asset identification/confirmation Outline BRMP process and objectives Identify assets at risk Identify existing controls/programs Development of treatment options 	BRMO & BRPO	<ul style="list-style-type: none"> Time constraints and travel Level of interest and engagements in process Lack of resourcing 	<ul style="list-style-type: none"> Select appropriate channel of communication Prepare materials and good planning Communicate funding opportunities when available 	<ul style="list-style-type: none"> Engagement and participation levels Feedback Contributions to treatment strategies
Annually or as required	Stakeholders – Others	1 – 3 & 5	<ul style="list-style-type: none"> Email Face to face meeting Telephone Presentations Community Engagement activities 	<ul style="list-style-type: none"> Asset identification/confirmation Inform of BRMP process Identify assets at risk Identify existing controls/programs Development of treatment options 	BRMO & BRPC	<ul style="list-style-type: none"> Time constraints and travel Level of interest and engagements in process 	<ul style="list-style-type: none"> Select appropriate channel of communication Prepare materials Plan communication 	<ul style="list-style-type: none"> Engagement and participation levels Feedback
Annually and as required	Office of Bushfire Risk Management	1 & 2	<ul style="list-style-type: none"> Email Face to face meetings 	<ul style="list-style-type: none"> Compliance and governance Plan endorsement 	CEO or Delegate	<ul style="list-style-type: none"> Government funding Government priorities 	<ul style="list-style-type: none"> Stay up to date with process improvements 	<ul style="list-style-type: none"> Plan endorsed

						<ul style="list-style-type: none"> Identified non compliances 		
Bi-annually and as required	Dept of Fire and Emergency Services (DFES) – District/Regional Office	1 – 3 & 5	<ul style="list-style-type: none"> Email Face to face meetings Telephone 	<ul style="list-style-type: none"> UCL/UMR planned works Identification of treatment strategies Identification of other planned works Sharing information Identifying funding opportunities 	BRMO & BRPC	<ul style="list-style-type: none"> Time constraints Conflicting priorities Response obligations 	<ul style="list-style-type: none"> Plan communications Share information 	<ul style="list-style-type: none"> Other planned works identified Funding opportunities identified UCL/UMR treatments included on BRMS
Implementation of the BRM Plan and Treatment Schedule								
Timing of Communication	Stakeholder (s)	Communication Objectives (Refer to Page 64)	Communication Method	Key Message or Purpose	Responsibility	Identified Risks to Communication	Strategy to Manage Risks	Monitoring & Evaluation Method
Life of Plan	Shire of Cuballing CEO, Senior Leadership Team and Council	All (1 – 5)	<ul style="list-style-type: none"> Email Face to face meetings 	<ul style="list-style-type: none"> Inform and consult Confirm accountabilities and responsibilities. Progress update Issues identification and action planning 	CEO or Delegate	<ul style="list-style-type: none"> Time constraints Availability Lack of understanding Budget (for LG mitigation) 	<ul style="list-style-type: none"> Planning and time management Clear purpose Targeted communication Regular updates 	<ul style="list-style-type: none"> Feedback, Questions raised Level of support received
Life of Plan	Shire of Cuballing Building and Works	1 - 3 & 5	<ul style="list-style-type: none"> Email Face to face meetings 	<ul style="list-style-type: none"> Reduction of fuel loads on LG managed lands Upgrades to strategic firebreaks 	CEO or Delegate	<ul style="list-style-type: none"> Poor organisation, Limited time, Not preparing Poor communication from stakeholders and LG on completion of works 	<ul style="list-style-type: none"> Clarify misunderstandings and intentions of plan Plan communications Regular updates 	<ul style="list-style-type: none"> Treatments applied Positive feedback received on treatment supplied Risk ratings reduced
Biannually or as required	LEMC, BFAC, ROAC, CBFCO, CAPTS	All (1 – 5)	<ul style="list-style-type: none"> Email Face to face meetings 	<ul style="list-style-type: none"> Report on progress to plan Report issues/constraints 	CEO or Delegate	<ul style="list-style-type: none"> Availability of volunteers Time 'Buy in' 	<ul style="list-style-type: none"> Collate data and report on success to plan 	<ul style="list-style-type: none"> Feedback received Level of engagement

						<ul style="list-style-type: none"> • Lack of understanding 	<ul style="list-style-type: none"> • Compliance to plan • Keep informed 	<ul style="list-style-type: none"> • Issues identified and addressed
All (1 – 5)	Dept of Biodiversity, Conservation and Attractions	1 – 3 & 5	<ul style="list-style-type: none"> • Face to face meetings • Email • Telephone 	<ul style="list-style-type: none"> • Confirmation of environmental assets • Development of treatment options 	CEO or Delegate	<ul style="list-style-type: none"> • Resource constraints could limit their ability to participate • Willingness to release 'confidential' data re environmental assets 	<ul style="list-style-type: none"> • Clarify misunderstandings and intentions of plan • Provide undertakings re the release of confidential data • Restrict release of information and document in plan 	<ul style="list-style-type: none"> • Level of engagement • Environmental assets in BRMS
As per Section 7.2 of this plan	Stakeholders – Landowners / Land Managers	1 – 3 & 5	<ul style="list-style-type: none"> • Email • Face to face meetings • Presentations • Community Engagement 	<ul style="list-style-type: none"> • Inform and consult • Confirm accountability and responsibility • Status and progress of plan • Treatment status, gaps and issues to be addressed 	CEO or Delegate	<ul style="list-style-type: none"> • Availability • Time • Loss of commitment • Access to treatment resources • Funding 	<ul style="list-style-type: none"> • Planned sharing of information • Negotiations conducted • Communicate funding opportunities when available 	<ul style="list-style-type: none"> • Feedback • Commitment to implement agreed controls • Highly engaged • Treatments being completed
As required	Stakeholders – Others	1 – 3 & 5	<ul style="list-style-type: none"> • Face to face • Presentations • Community Engagement • Telephone • Email 	<ul style="list-style-type: none"> • Inform and consult • Confirm accountability and responsibility • Status and progress of plan • Treatment status • Gaps and issues to be addressed 	CEO or Delegate	<ul style="list-style-type: none"> • Availability • Time • Loss of commitment 	<ul style="list-style-type: none"> • Planned sharing of information • Negotiations conducted • Communicate funding opportunities when available 	<ul style="list-style-type: none"> • Feedback • Commitment to implement agreed controls • Highly engaged • Treatments being completed
Annually or as required	OBRM, DFES District / Regional Office	1 – 3	<ul style="list-style-type: none"> • Face to face meetings • Email • Telephone 	<ul style="list-style-type: none"> • UQL/UMR Management • Status and progress of plan 	CEO or Delegate	<ul style="list-style-type: none"> • Time • Conflicting priorities 	<ul style="list-style-type: none"> • Schedule communication opportunities 	<ul style="list-style-type: none"> • Planned works identified

				<ul style="list-style-type: none"> • Treatment status, gaps and issues to be addressed • Continuous improvement • Information sharing • Identification of other planned works • Identification of funding opportunities 				<ul style="list-style-type: none"> • Improvements identified and implemented • Issues addressed
Annually	OBRM	1,22	<ul style="list-style-type: none"> • Written report 	<ul style="list-style-type: none"> • Governance and compliance • Continuous improvement 	CEO or Delegate	<ul style="list-style-type: none"> • Time • Conflicting priorities 	<ul style="list-style-type: none"> • Plan communication 	<ul style="list-style-type: none"> • Compliance requirements met
Annually – ideally prior to fire season	Community	5	<ul style="list-style-type: none"> • Newsletter • Website • Facebook 	<ul style="list-style-type: none"> • Continuous improvement 	CEO or Delegate	<ul style="list-style-type: none"> • Time • Conflicting priorities 	<ul style="list-style-type: none"> • Plan communication 	<ul style="list-style-type: none"> • Feedback received
Review of the BRM Plan and Treatment Schedule								
Timing of Communication	Stakeholder (s)	Communication Objectives (Refer to Page 64)	Communication Method	Key Message or Purpose	Responsibility	Identified Risks to Communication	Strategy to Manage Risks	Monitoring & Evaluation Method
Annually	Shire of Cuballing CEO, Senior Leadership Team and Council	4, 5	<ul style="list-style-type: none"> • Email • Face to face meetings 	<ul style="list-style-type: none"> • Governance and compliance • Review, monitoring and reporting to Council • Status update • Continuous improvement 	CEO or Delegate	<ul style="list-style-type: none"> • Poor reporting and recording of information 	<ul style="list-style-type: none"> • BRPC & BRMO to record data and information appropriately 	<ul style="list-style-type: none"> • Feedback received • Planned works completed • Reporting & Statistics • Risk ratings reduced
5 Yearly (Shire, DFES and OBRM)	OBRM & LG Council	4, 5	<ul style="list-style-type: none"> • Email • Face to face meetings • Telephone • Written report 	<ul style="list-style-type: none"> • Governance and compliance • Review, monitoring and reporting • Future planning 	CEO or Delegate	<ul style="list-style-type: none"> • Poor reporting and recording of information • Review not completed by OBRM 	<ul style="list-style-type: none"> • BRPC & BRMO to record data and information appropriately • Endorsed by OBRM 	<ul style="list-style-type: none"> • Feedback received • Planned works completed • Reporting & Statistics • Risk ratings reduced

Quarterly or as required	Shire of Cuballing – Building and Works	4, 5	<ul style="list-style-type: none"> • Face to face meetings 	<ul style="list-style-type: none"> • Report on actions and status of BRM Plan • Continuous improvement 	CEO or Delegate	<ul style="list-style-type: none"> • Time • LG capacity • Conflicting priorities 	<ul style="list-style-type: none"> • Plan Communication • Discuss with Shire Leadership Team 	<ul style="list-style-type: none"> • Feedback on work completed • Risk ratings reduced • Improvements identified and implemented
Biannually or as required	DFES Regional / District Office	4, 5	<ul style="list-style-type: none"> • Face to face meetings • Email • Telephone 	<ul style="list-style-type: none"> • Report on actions and status of BRMP • Continuous improvement • UCL/UMR funding 	CEO or Delegate	<ul style="list-style-type: none"> • Time • LG capacity • Conflicting priorities 	<ul style="list-style-type: none"> • Plan communications 	<ul style="list-style-type: none"> • Feedback on work completed • Risk ratings reduced • Improvements identified and implemented
Annually	BFAC, ROAC, LEMC, CBFCO, Captains	4, 5	<ul style="list-style-type: none"> • Face to face meetings • Email • Telephone • Presentations 	<ul style="list-style-type: none"> • Report on actions and status of BRMP • Continuous improvement 	CEO or Delegate	<ul style="list-style-type: none"> • LG capacity • Time • Conflicting priorities • Buy in 	<ul style="list-style-type: none"> • Keep informed • Share the wins 	<ul style="list-style-type: none"> • Feedback on work completed • Risk ratings reduced • Improvements identified and implemented
Every 2 years or as required	Stakeholders – Land Owners / Land Managers	4, 5	<ul style="list-style-type: none"> • Face to face meetings • Telephone • Presentation • Community Engagement • Survey 	<ul style="list-style-type: none"> • Status of treatments • Success of treatments • Continuous improvement 	CEO or Delegate	<ul style="list-style-type: none"> • LG capacity • Time • Conflicting priorities • Buy in • Access to resources 	<ul style="list-style-type: none"> • Plan communication • Target communication • Planned and prepared 	<ul style="list-style-type: none"> • Feedback on work completed • Risk ratings reduced • Improvements identified and implemented
Every 2 years or as required	Stakeholders – Other	4, 5	<ul style="list-style-type: none"> • Face to face meetings • Telephone • Presentations • Community Engagement • Survey 	<ul style="list-style-type: none"> • Status of treatments • Success of treatments • Continuous improvement 	CEO or Delegate	<ul style="list-style-type: none"> • LG capacity • Time • Conflicting priorities • Buy in • Access to resources 	<ul style="list-style-type: none"> • Plan communication • Target communication • Planned and prepared 	<ul style="list-style-type: none"> • Feedback on work completed • Risk ratings reduced

								<ul style="list-style-type: none"> • Improvements identified and implemented
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Appendix 2 – Local Government-Wide Controls and Multi-Agency Work Plans

	Control	Action or Activity Description	Lead Agency	Other Stakeholder(s)	Notes and Comments
1.	BRMP Risk Analysis	<ul style="list-style-type: none"> Maintain and refine BRM Plan 	Shire of Cuballing	Landowners DFES	Treatment identification and planning for all very high and extreme risk assets within the Shire.
2.	Shire of Cuballing Bush Fire Notice (<i>Bush Fires Act 1954</i>)	<ul style="list-style-type: none"> Review annual notice Publish annual notice Inspections in accordance with annual notice 	Shire of Cuballing	CBFCO, FCO, Captains and the public	Published Annually. Inspect local properties. 'Fire Access Track' has the same meaning as 'Fire Break', in the <i>Bush Fires Act 1954</i> .
3.	Shire Prohibited and Restricted burn times and issuing of permits. (<i>Bush Fires Act 1954</i>)	<ul style="list-style-type: none"> Restricted and Prohibited Burn Times set the requirement that 'a permit to set fire to the bush' must be obtained. 	Shire of Cuballing	CBFCO, FCO's	Published Annually.
4.	Harvest and Vehicle Movement Bans	<ul style="list-style-type: none"> Bans imposed when the CBFCO and FCO's are of the opinion that the use of engines, vehicles, plant or machinery is likely to cause/contribute to the spread of a bushfire. 	Shire of Cuballing	CBFCO and FCO's	A Harvest and Vehicle Movement Ban may be imposed for any length of time but is generally imposed for the 'heat of the day' periods and may be extended or revoked by the local government should weather conditions change.
5.	Local Emergency Management Arrangements	<ul style="list-style-type: none"> Local Emergency Management Arrangements 	Shire of Cuballing	St John Ambulance (SJA) WAPOL DFES Dept of Child Protection Dept of Education CBFCO Gt Southern DEMC OEM Shire of Wickepin	Annual review of emergency plans and arrangements.
6.	State Planning Policy 3.7 and Local Planning Scheme No 2	<ul style="list-style-type: none"> Planning in Bushfire Prone Areas 	Dept of Planning	Shire of Cuballing WA Planning Commission DFES	Land developers are required to implement a Fire Management Plan to ensure risk is managed and other controls implemented and monitored.

Control	Action or Activity Description	Lead Agency	Other Stakeholder(s)	Notes and Comments	
	<ul style="list-style-type: none">Requirement for new developments to complete a Fire Management Plan endorsed through the Dept of Fire and Emergency Services (if in a Bushfire Prone area)			Where a Fire Management Plan has been endorsed by DFES and the Shire, the affected land owners will be responsible for the ongoing implementation of the "land owners' responsibilities" as specified in that Fire Management Plan.	
7.	Total Fire Bans	<ul style="list-style-type: none">Restriction of activities that may cause or contribute to the spread of a bushfire	Department of Fire and Emergency Services	Shire of Cuballing	A Total Fire Ban (TFB) is declared because of extreme weather conditions or when widespread fires are stretching firefighting resources. A TFB is declared by DFES subject to weather conditions.
8.	Public preparedness and education campaigns	<ul style="list-style-type: none">Public preparedness and education campaign	Shire of Cuballing	DFES, WA Police, WA Government CBFCO, FCO, community	Local promotion activities of state campaigns held when opportunity arises to promote preparedness including local contractors, bushfire brigades and Bushfire Ready Groups

Appendix 3 – Indicative Vegetation of the Narrogin District

The following has been taken from the publication *Landscapes and soils of the Narrogin District*, D.N. Sawkins, Bulletin 4807, 2010:

Landscapes and soils of the Narrogin district

Indicator vegetation of the Narrogin district

Tree - single trunk, with branches that usually start more than 1 meter above the ground and occupy about half of the tree's height. If the main trunk is damaged, many branches can resprout from the base or stems (epicormic growth). Examples include salmon and York gums, wandoo, marri and jarrah.

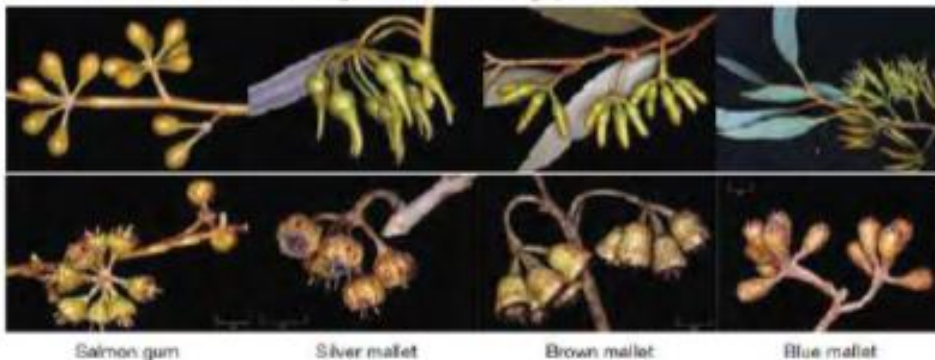
Mallet - single trunk with relatively steep angled branches and a terminal crown. Mallets are sensitive to fire and do not recover if the main trunk is lost. Examples include mallets, yates, gimlet and moort. Mallets often occur as pure or massed stands.

Mallee - multi stemmed plants usually less than 10 meters high. Several stems come from a lignotuber that can replace them when one or more are lost. Mallees that have not had to regenerate may have a single stem, but also have the basal 'mallee roof'.



Salmon gum (*E. salmonophloia* left, RDZ and ADZ) and **gimlet** (*E. salubris* right, ADZ, note fluted stem) are common on clay, clay loam soils and loamy duplex soils on slopes and valleys. Salmon gums often dominate on loamy duplex and deep loam soils, and gimlets on heavier clay soils.

Buds and fruit can differentiate salmon gum from similar looking species like silver mallet.



Silver mallet (*E. argypphea*) grows on stony usually mafic gravel uplands, in the east of the district. It can be mistaken for salmon gum, but only occurs on upland gravels, has the characteristic mallet form, and distinctive buds.

Blue mallet (*E. gardenii*) often occurs with silver mallet, mainly on mafic stony uplands.

Brown mallet (*E. asiringensis*) is the most common mallet in this district. It is common below breakaways on poorly structured mottled zone soils ('mallet' soils), and may occur with silver and blue mallets.



Silver mallet (silver bark green shiny leaves) with blue mallet (brown bark dull blue green leaves)



Silver mallet (silver bark) with brown mallet (brown bark), both with shiny green leaves



Red morrel (*E. longicornis*) is an upright rough barked tree that occurs on the following aeolian or mafic soils

- (1) Soils formed on mafic rock uplands in the RDZ and ADZ. Red brown stony and loamy gravels grading to gravelly loams with alkaline subsoils.
- (2) Aeolian loamy soils usually on the west and southern sides of trunk valleys in the ADZ.
- (3) Duplex soils with a brown subsoil on slopes.

York gum can be distinguished from red morrel by its generally rougher bark and more branching form. There are several species of trees and mallees with a stocking of rough bark that occur on alkaline valley soils (often aeolian loams), and red brown clay loam soils north and east of Hiramsmith. These include Yorrel (*E. yilgamensis* syn Beard *E. gracilis*), *E. myriadens* (syn Beard *E. ovalaris*).

These species all have shiny leaves and rough bark, but can be differentiated from York gum by narrower leaves and smaller fruit.

DRZ = Darling Range Zone, RDZ = Rejuvenated Drainage Zone, ADZ = Ancient Drainage Zone



York Gum (*E. loxophleba*) has 3 types in the Narrogin district. They all have characteristic shiny green leaves but differ in their form and bark characteristics.

Ssp. loxophleba (tree with rough bark on whole stem) is the most common form and occurs mainly on loamy soils formed from crystalline rock (usually with jam *Acacia acuminata*).

Ssp. lissophloia is the smooth bark mallee form that occurs on lower slopes and valleys, generally on loams or loamy duplex soils often with salmon gum and gimlet east and north of Jitarnig, and is common in the Merredin district.

An intergrade form that has rough bark part way up the stem is common in the Corrigin and Kookerin systems.

On the left is York gum (*E. loxophleba ssp. loxophleba*) with jam understorey.



York gum mallee (*E. loxophleba ssp. lissophloia*)



Intergrade form



Flooded gum (*E. rudis* left) is a multi-branched tree that occurs on winter wet soils that were originally non saline, mainly in valleys and granitic duplex slopes in the DRZ and western RDZ.

Many waterways with flooded gum have become mildly saline. These areas and fresh seepages have often been colonised by the introduced weed Spiny rush (*Dacutis* spp) below.



Wandoo (*E. wandoo* subsp. *wandoo*) is widespread, ranging from gravels (in association with dryandras, jarrah and marri), to valley duplex soils. Where wandoo is the dominant vegetation it often indicates deep or grey sandy duplex and gravelly duplex soils. With other vegetation, it usually becomes more dominant when the soil becomes more duplex. Wandoo is widespread on lower slopes and sandy duplex valleys, often in association with salmon gum and rock sheoak.

Salmon gums dominate on very shallow sandy duplex, clay or calcareous duplex soils, with wandoo being more common sandy duplexes in deeper sandy duplexes, and rock sheoak on very deep sandy duplex patches.

Salmon gums with their shiny leaves and layered foliage can be readily distinguished from dull leaved wandoos with bunchy foliage.



Sandy duplex wandoo woodland



Broad valley with salmon gum flanked by two wandoos



Powder-bark wandoo (*E. accedens* left) generally occurs in the west of the RDZ north of Williams on breakaways and stony ridges. It often occurs near brown mallet. Both are typical of highly water repellent soils.

Powder-bark wandoo can be distinguished from wandoo by its powdery smooth bark, and much brighter white-seasonally pink bark. Wandoo bark colour is generally steel grey-yellow.



Powder-bark wandoo



Wandoo

Jarrah (*E. marginata*) (below) occurs in the gravelly uplands in the DRZ and western RDZ. It indicates very gravelly and sandy gravelly soil, often with ironstone ridges, associated with marni and dryandras, but can also occur on deep pale sands.



Marni (*Corymbia calophylla*) occurs on gravelly rises and slopes in the DRZ and western RDZ, often down-slope of jarrah or dryandra ironstone ridges. It may be intermixed with jarrah on gravelly rises or wandoo on gravelly duplex soils. It generally grows on better water holding soils than jarrah, but can occur on deep grey sand over gravel.



Jam (*Acacia acuminata*) often occurs with York gum and rock sheoak, and can dominate in shallow granitic and mafic soils, with another less common wattle (*Acacia saligna*). Sometimes it can be scattered in lower slope sandy duplex soils in dissected landscapes.

Manna wattle (*Acacia microbotrya*) can be mistaken for jam, as they often occur together. However unlike jam, manna wattle can occur on a wide range of soils, including lateritic gravels and sands.

Plant differences are that jam has slender pointed leaves, rod shaped flowers, and flowers in spring, while manna wattle has broader sickle-shaped leaves, ball flowers and flowers in late autumn.



Mallees are most common in the ADZ and eastern RDZ). The eastern edge of the district is the start of the mallee zone with widespread mallee duplex soils. Mallee scrub with melaleuca understorey usually indicates duplex or shallow soils (e.g. near breakaways, and rocky, or hard setting areas).

A few species - mottlecrah (*E. macrocarpa*), white mallee (*E. albidia*), ridge fruited mallee (*E. incrassata*), and mallee white gum (*E. phaenophylla*) occur with sandplain and gravel heath.

Apart from a few easily identifiable species like mottlecrah, it is difficult to associate the many species with soil type without species identification keys. You can gain an idea of soil type by noting the type of understorey in conjunction with landscape clues like slope, rock fragments, and topsoil features.



Mottlecrah (*E. macrocarpa*) is commonly found on yellow sandy soils and some pale gravelly sands in ADZ



White mallee (*E. albidia*) is found in the same areas as Mottlecrah on grey sandy laterites



Mallee scrub; shallow hard-setting mallee duplex soil with sparse understorey



Mallee scrub; shallow sandy duplex with dense melaleuca understorey



Melaleucas occur in all zones and many landscape positions. They are common on mallee duplex soils, or soils that can be winter wet. Where melaleucas are the dominant vegetation, they often indicate soils that are waterlogged in winter.

The plants shown are from the frequently occurring *Melaleuca uncinata* group.



Sheoaks (small trees) and **Tammas** (mainly shrubs) have needle type foliage with separate male (pollen) and female ('nut') plants. Salt sheoak (*Casuarina obesa*) favours saline and wet areas, but the others are *Allocasuarina* species that indicate well drained sandy or gravelly soils.

Rock sheoak (*Allocasuarina huegeliana*) is widespread. Before agriculture, it was mainly on granitic sandy surfaced soils, sandy gravels and deep sandy duplex soils. However it has colonised many different well drained soils on roadsides.

Black tamma (*Allocasuarina acutivalvis*) occurs mainly on mafic and yellow stony and shallow gravels, in the east of the district.

Tamma, the most common tamma (*Allocasuarina campestris*) occurs with black tamma, but tends to be more common in deeper or loamier gravels and yellow earths.



Rock sheoak



Salt sheoak with samphire near a salt lake



Tamma



Black tamma



Male tamma with pollen and typical needle like foliage

Sandy soil vegetation



Roadside tea tree (*Leptospermum erubescens*) is common on well drained sandy surfaced soil. Tea trees are common on deep grey sands, but are colonising species that have spread on well drained disturbed areas.



Christmas tree (*Nuytsia floribunda* left) an indicator of deep grey sandy soils, with **sheoak** (*Allocasuarina fraseriana* right) that occurs on Darling Range sands and sandy gravels.



Sandplain cypress (*Actinostrobus arenarius*) often occurs in sandy soil, particularly yellow aeolian deep sands with Acorn banksia and woody pear



Woody Pear (*Xylomelum angustifolium*) occurs mainly on smooth slopes and crests and in dunes adjoining salt lakes and old drainage lines, mainly north and east of Pingelly.

It often occurs with banksias, sandplain cypress, roadside tea tree and sandplain heath. It indicates aeolian deep yellow sands. The image on the left shows woody pear with tamma.



Proteaceous species are major components of lateritic and sandy heaths, and as understorey species are a good guide to differentiating mallee duplex gravels from other duplexes.

Banksias are generally a good guide to sandy gravel and deep sandy soils.



Bull bankia (*Banksia grandis*) is a common tree on Darling Range gravels



Acorn banksia (*B. prionotes*) is a common tree on aeolian yellow sand



Sphere banksia (*B. sphaerocarpa*) is a shrub found in many sand and gravel heaths



Woolly banksia (*B. baueri*) is a feature of lateritic gray sandy soils to the east.

Grevilleas are also noticeable in lower rainfall sandplain heath, particularly yellow sand over gravel, but also occur on other well drained upland soils.



Flame grevillea (*G. ericostachya*) is a feature of yellow sandplain.



Hookers grevillea (*G. hookeriana*) is a feature of yellow sand over gravel soils.

Hakeas have similar flowers to grevilleas, but have a persistent woody fruit (see below). They are very common on sandy gravel to shallow and loamy gravel soils, but can occur on a range of soils. Needle hakea (*Hakea preissii*) occurs on red clay soils)



Fan leaf hakea
(*Hakea brownii*)

Marble hakea
(*Hakea incrassata*)

Honeybush
(*Hakea illicarpha*)

Dryandras (now in the *Banksia* genus) with their prickly vegetation are a noticeable feature of shallow gravel and sandy gravel soils.



Parrot bush (*Banksia sessilis*) is common on Darling Range gravels.

Prickly dryandra (*Banksia armata*) is widespread on shallow gravels

Dryandra rich shallow sand over gravel vegetation near Hairsmith.

Other sandplain *Proteaceae*



Stinkwood (*Jacksonia stembergiana*) is common on deep grey sandy soils

Chittick (*Lambertia inermis*) is common on grey sand over gravel soils in the south east

Woolly bush (*Adenanthos sericea*) is also common on deep grey sandy soils.

Appendix 4 – Declared Rare Flora and Fauna in the Shire of Cuballing

The following has been taken from the Protected Matters Report produced by the Federal Department of Agriculture, Water and the Environment in March 2020. This report provides general guidance on matters of national environment significance and other matters protected by the *Environmental Protection and Biodiversity Conservation (EPBC) Act 1999*.

Threatened Ecological Communities

[\[Resource Information \]](#)

For threatened ecological communities where the distribution is well known, maps are derived from recovery plans, State vegetation maps, remote sensing imagery and other sources. Where threatened ecological community distributions are less well known, existing vegetation maps and point location data are used to produce indicative distribution maps.

Name	Status	Type of Presence
Eucalypt Woodlands of the Western Australian Wheatbelt	Critically Endangered	Community likely to occur within area

Threatened Species

[\[Resource Information \]](#)

Name	Status	Type of Presence
BIRDS		

Calidris ferruginea Curlew Sandpiper [856]	Critically Endangered	Species or species habitat may occur within area
---------------------------------------------------------------	-----------------------	--------------------------------------------------

Calyptorhynchus banksii naso Forest Red-tailed Black-Cockatoo, Karak [67034]	Vulnerable	Species or species habitat may occur within area
-------------------------------------------------------------------------------------------------	------------	--------------------------------------------------

Calyptorhynchus baudini Baudin's Cockatoo, Long-billed Black-Cockatoo [769]	Endangered	Species or species habitat likely to occur within area
------------------------------------------------------------------------------------------------	------------	--------------------------------------------------------

Calyptorhynchus latirostris Carnaby's Cockatoo, Short-billed Black-Cockatoo [59523]	Endangered	Species or species habitat known to occur within area
--------------------------------------------------------------------------------------------------------	------------	-------------------------------------------------------

Leipoa ocellata Malleefowl [934]	Vulnerable	Species or species habitat known to occur within area
-----------------------------------------------------	------------	-------------------------------------------------------

MAMMALS

Bettongia lesueur lesueur Burrowing Bettong (Shark Bay), Boodie [66659]	Vulnerable	Translocated population known to occur within area
--------------------------------------------------------------------------------------------	------------	----------------------------------------------------

Bettongia penicillata ogilbyi Woylie [66844]	Endangered	Species or species habitat known to occur within area
-----------------------------------------------------------------	------------	-------------------------------------------------------

Dasyurus geoffroyi Chuditch, Western Quoll [330]	Vulnerable	Species or species habitat known to occur within area
---------------------------------------------------------------------	------------	-------------------------------------------------------

Macrotis lagotis Greater Bilby [282]	Vulnerable	Translocated population known to occur within area
---------------------------------------------------------	------------	----------------------------------------------------

Myrmecobius fasciatus Numbat [294]	Endangered	Species or species habitat known to occur within area
-------------------------------------------------------	------------	-------------------------------------------------------

Phascogale calura Red-tailed Phascogale, Red-tailed Wambenger, Kennngoor [316]	Vulnerable	Species or species habitat known to occur
---------------------------------------------------------------------------------------------------	------------	-------------------------------------------

PLANTS		
<u>Acacia cochlocarpa subsp. cochlocarpa</u> Spiral-fruited Wattle [23877]	Endangered	Species or species habitat may occur within area
<u>Acacia insolita subsp. recurva</u> Yormaning Wattle [84495]	Endangered	Species or species habitat known to occur within area
<u>Banksia cuneata</u> Matchstick Banksia, Quairading Banksia [9827]	Endangered	Species or species habitat known to occur within area
<u>Banksia oligantha</u> Wagin Banksia [20697]	Endangered	Species or species habitat likely to occur within area
<u>Boronia capitata subsp. capitata</u> a shrub [29156]	Endangered	Species or species habitat likely to occur within area
<u>Caladenia hoffmanii</u> Hoffman's Spider-orchid [50719]	Endangered	Species or species habitat may occur within area
<u>Darwinia carnea</u> Mogumber Bell, Narrogin Bell [9736]	Endangered	Species or species habitat likely to occur within area
<u>Diuris micrantha</u> Dwarf Bee-orchid [55082]	Vulnerable	Species or species habitat may occur within area
<u>Eleocharis keigheryi</u> Keighery's Eleocharis [64893]	Vulnerable	Species or species habitat known to occur within area
<u>Grevillea dryandroides subsp. hirsuta</u> Hairy Phalanx Grevillea [64577]	Endangered	Species or species habitat likely to occur within area
<u>Grevillea scapigera</u> Corrigin Grevillea [12195]	Endangered	Species or species habitat may occur within area
<u>Pultenaea pauciflora</u> Narrogin Pea [14013]	Vulnerable	Species or species habitat likely to occur within area
<u>Royceia pycnophylloides</u> Saltmat [21161]	Endangered	Species or species habitat likely to occur within area
<u>Thelymitra dedmanianum</u> Cinnamon Sun Orchid [85105]	Endangered	Species or species habitat may occur within area
<u>Thomasia montana</u> Hill Thomasia [12136]	Vulnerable	Species or species habitat likely to occur within area
<u>Verticordia fimbriata subsp. fimbriata</u> Shy Featherflower [24831]	Endangered	Species or species habitat known to occur within area

Migratory Terrestrial Species

[Motacilla cinerea](#)

Grey Wagtail [842]

Species or species habitat
may occur within area

Migratory Wetlands Species

[Actitis hypoleucos](#)

Common Sandpiper [50309]

Species or species habitat
may occur within area

[Calidris acuminata](#)

Sharp-tailed Sandpiper [874]

Species or species habitat
may occur within area

[Calidris ferruginea](#)

Curlew Sandpiper [856]

Critically Endangered

Species or species habitat
may occur within area

[Calidris melanotos](#)

Pectoral Sandpiper [858]

Species or species habitat
may occur within area

9.2.8 Shire of Cuballing - Long Term Financial Plan 2020–2034 – 15 Infrastructure Renewal Program

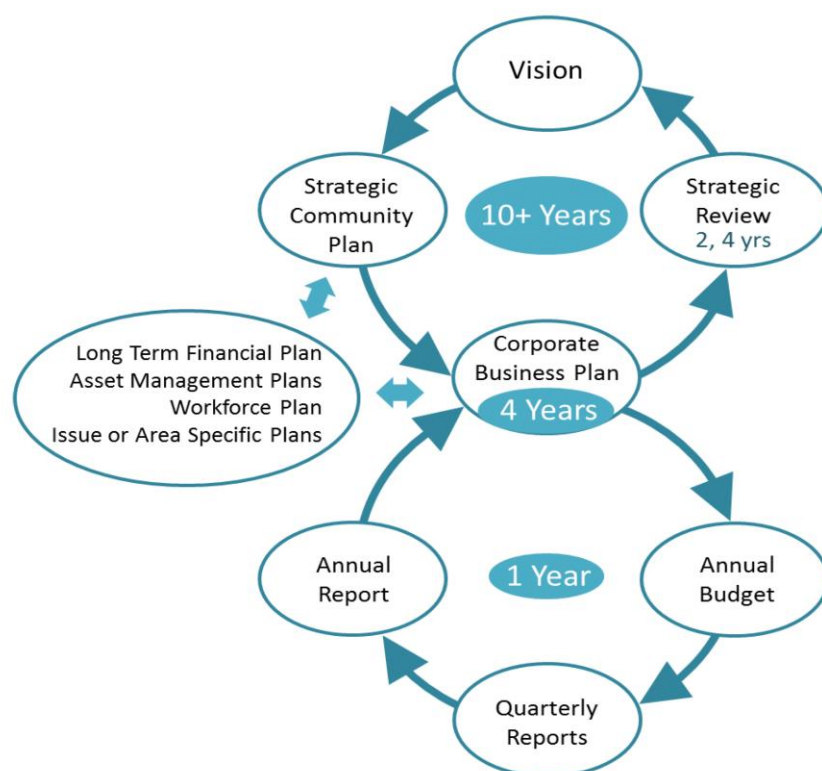
Applicant: N/A
 File Ref. No: ADM96
 Disclosure of Interest: Nil
 Date: 12th June 2020
 Author: Gary Sherry
 Attachments: 9.2.8A Draft Shire of Cuballing Long Term Financial Plan 2020-2034

Summary

Council is to consider adoption of Shire of Cuballing 15 Year Infrastructure Renewal Program Long Term Financial Plan and for the period 2020/21 to 2033/34.

Background

The Long Term Financial Plan (LTFP) is a key component of the Integrated Planning and Reporting Framework (IPRF) requirements that were introduced in 2013. The intent of the IPRF is to ensure improved strategic, financial and asset management planning across Western Australian Local Governments.



The LTFP is a fourteen year rolling plan for the period 2020/21 to 2033/34 which aligns with the Corporate Business Plan to progress priorities identified in the Community Strategic Plan. The process essentially drives the annual budget. The LTFP will be reviewed on an annual basis to accommodate any changes in economic forecasts, community input and organisational requirements.

The purpose of the LTFP is to guide the future direction of the Council in a financially sustainable manner. It is designed as a summary on the future planning of the Council's financial operations, particularly in relation to key components such as rate increases, service levels, asset renewal, reserve account movements and loan borrowings.

The LTFP is also designed to indicate long term financial viability and identification of issues that may have a long term impact on the Council's finances. Linkages with other key Council planning documents is also an essential component of the LTFP.

Comment

The LTFP covers the period from 1st July 2020 to 30th June 2034, incorporating the 2019/20 Annual Budget and will continue to be updated on an annual basis.

The objectives of the LTFP include;

- achieve long term community objectives in a financially sustainable manner;
- establishing a 15 year rolling plan that aligns with the Corporate Business Plan;
- provide guidance in the preparation of the Annual Budget;
- Provide a means of assessing financial performance; and
- Aiming to achieve standard (or greater) financial ratios in line with the Department of Local Government, Sport and Cultural Industries Advisory Standard Guidelines

Flowing from the Shire's Strategic Community Plan, the following key projects have been identified as some of the priorities within the 15 year plan;

- continuation of the Road Infrastructure Renewal Program;
- construction of the Cuballing Independent Living Units;
- continued refurbishment of the Cuballing Agricultural Hall;
- continued refurbishment of the Cuballing CWA Hall;
- development of the Cuballing Railway Reserve;
- re-development of Francis Street, Popanyinning;
- establishing Short Term Accommodation within the Shire of Cuballing; and
- continued development of the Yornaning Dam Reserve.

Preparation of the plan also requires a number of key assumptions which ultimately provide guidance to subsequent reviews of the Corporate Business Plan (CBP) and annual report. The following assumptions are therefore proposed in the subject plan:

- Existing service levels are maintained. The LTFP does not plan for an expansion or reduction in the current activities of the Shire of Cuballing.
- Sourcing funding opportunities to assist with new and renewed infrastructure. The LTFP has conservatively included grant funding, but should the Shire be able to attract additional grant funding for large infrastructure projects, such as the Bunmulling Bridge.
- Maintaining existing infrastructure in line with service level reviews;
- Maintaining a fair and equitable rating strategy that is sustainable into the future with no natural growth or decline in rateable assessments. The LTFP proposes
 - A zero rate increase in 2020/21;
 - Rate increases of 6% for six years from 2021/22 through to 2026/27;
 - Rate increases of 4% for three years from 2027/28 through to 2029/30; and
 - Rate increases of 3% for four years from 2030/31 through to 2033/34.
- Fees & charges maintained at same level of increase as rates.
- Employee costs, utilities, insurance and materials and contracts all increase at same rate as CPI.

It should be highlighted that the Shire's ability to fund some of the projects identified in the LTFP are reliant on the Shire's ability to obtain various sources of grant funding. As such,

some of projects within the LTFP may be either deferred or not implemented in the event that funding cannot be obtained.

The LTFP aims to improve the 7 key financial ratios which form the Shire's local government Financial Health Indicator ("FHI"). While the overall FHI score increases over the entire life of the plan from 66 in 2019/20 to 75 in 2033/34, for much of the FTP the FHI is less than 50 and falling to 40 in 2025/26. A significant impact on the FHI score is the Shire's poor Operating Surplus Ratio result. This ratio is impacted significantly by the Shire's reliance on obtaining grants for Capital Works, however it should be noted that this ratio steadily improves throughout the duration of the plan.

The LTFP is based on the Shire operating a balanced budget for all years with an operating surplus shown in 2033/34. While the LTFP shows Unrestricted Cash of \$40,000 over the period of the plan, Council acknowledge that the Shire's optimum Unrestricted Cash target is in the vicinity of \$500,000. From an annual cash flow perspective, this target amount of \$500,000 allows the Shire to have the capacity to comfortably meet all financial commitments in the months leading up to the collection of rates each financial year.

Strategic Implications

Shire of Cuballing Strategic Community Plan 2017–2027

GOVERNANCE & ORGANISATION – Our Council, Services, Policies and Engagement.

Goals

- Building the organisation and managing its structure, finances and assets in a sustainable manner.

	Strategy	Outcome
4.1	Councillors provide strong and visionary leadership.	A clear direction for the future.

Statutory Environment

Local Government Act 1995, Section 5.56.

Section 5.56(1) and (2) of the Local Government Act requires that each local government is to “plan for the future of the district”, by developing plans in accordance with the Regulations. The Local Government Administration Regulations 1996 were amended to require each local government to adopt a Strategic Community Plan and a Corporate Business Plan.

Local Government (Administration Regulations) 1996,

19DA (3)(c) A Corporate Business Plan for a district is to – develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

Policy Implications – Nil

Financial Implications

The Shire of Cuballing's Long Term Financial Plan 2020–2037 is an informing document for the preparation of Council's annual budget and long term financial plan, ensuring long term sustainability of funding decisions of Council.

Council allocated \$20,000 to complete preparation of the IPRF documents in their 2019/20 Budget and appointed LG Corporate Solutions to complete the task in February 2020.

Economic Implications

The preparation of the IPRF documents will establish the long term financial planning from the Community Strategic Plan for projects and service expectations.

Social Implications

The preparation of the IPRF documents will establish the long term financial planning from the Community Strategic Plan for the communities' projects and service expectations.

Environmental Considerations

The preparation of the IPRF documents will establish the long term financial planning from the Community Strategic Plan for environmental activities.

Consultation

No direct community consultation is required when compiling this plan. The document is reflective of the community sentiment that the Council achieves objectives outline in the Community Strategic Plan.

Options

Council may resolve:

1. the Officer's Recommendation; or
2. to adopt the draft Shire of Cuballing Long Term Financial Plan 2020–2034 included at Attachment 9.2.8A with minor amendment; or
3. to defer consideration of this matter to obtain additional information or advice on identified areas of the draft Shire of Cuballing Long Term Financial Plan 2020–2024 included at Attachment 9.2.8A.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION:

That Council adopt the Shire of Cuballing Long Term Financial Plan 2020–2037 included at Attachment 9.2.8A.



Shire of Cuballing

Long Term Financial Plan 2020-2034

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Executive Summary

The Shire of Cuballing's Long Term Financial Plan ("LTFP") outlines our strategies towards managing the Shire's future financial sustainability as well as meeting the Strategic Community Plan expectations over the next 15 years. The Shire will continue to provide infrastructure and services for our community in a manner that is affordable and financially responsible.

The LTFP covers the period from 1 July 2019 to 30 June 2034, incorporating the 2019/20 Annual Budget and will continue to be updated on an annual basis.

The objectives of the LTFP include;

- Achieve long term community objectives in a financially sustainable manner
- Establishing a 15 year rolling plan that aligns with the Corporate Business Plan
- Provide guidance in the preparation of the Annual Budget
- Provide a means of assessing financial performance
- Aiming to achieve standard (or greater) financial ratios in line with the Department of Local Government, Sport and Cultural Industries Advisory Standard Guidelines

As a result of community engagement undertaken in creating the Shire's Strategic Community Plan, the following key projects have been identified as some of the priorities within the 15 year plan;

- Road Infrastructure Renewal Program
- Cuballing Aged Independent Living Units
- Cuballing Agricultural Hall
- Cuballing CWA Hall
- Cuballing Railway Reserve
- Short Term Accommodation
- Francis Street Beautification
- Yormaning Dam

It should be highlighted that the Shire's ability to fund some of the projects identified in the LTFP are reliant on the Shire's ability to obtain various sources of grant funding. As such, some of projects within the LTFP may be either deferred or not implemented in the event that funding can not be obtained.

The LTFP aims to improve the 7 key financial ratios which form the Shire's local government Financial Health Indicator ("FHI")

The overall FHI score increases from 65 in 2018/19 to 71 in 2033/34

A significant impact on the FHI score is the Shire's poor Operating Surplus Ratio result. This ratio is impacted significantly by the Shire's reliance on obtaining grants for Capital Works, however it should be noted that this ratio steadily improves throughout the duration of the plan.

The LTFP is based on the Shire operating a balanced budget for all years with an operating surplus shown in 2033/34.

While the LTFP shows Unrestricted Cash of \$40,000 over the period of the plan, Council acknowledge that the Shire's optimum Unrestricted Cash target is in the vicinity of \$500,000.

From an annual cash flow perspective, this target amount of \$500,000 allows the Shire to have the capacity to comfortably meet all financial commitments in the months leading up to the collection of rates each financial year.

Council have identified as a priority the importance of striving to achieve this optimum level of unrestricted cash.

Shire Profile

The Shire of Cuballing is approximately 190 kilometres south east of Perth. It is located on the Great Southern Highway and encompasses the Cuballing, Popanyinning and Yomaning townsites.

A significant portion of the Dryandra State Forest is located in the Shire of Cuballing. The Lions Village at Dryandra provides a great place for groups and families to explore the woodland and learn more about the unique wildlife of the area, with the endangered animals breeding centre at Barna Mia providing a unique experience.

Economy

The economy of the Shire of Cuballing is based around the agricultural industry. In addition to a number of established businesses that compliment the agricultural industry the Shire has also seeing a number of more intensive agricultural enterprises, including cattle feedlots and piggeries, developed in the Shire.

Increasingly transport links are key economic driver of agricultural industries. The Shire of Cuballing has the tier 2 railway line and Great Southern Highway running north-south through the centre of the Shire. The Cuballing East Road has been identified as a Grain Freight Route linking grain growing areas to the east with the Great Southern Highway through to delivery centres in Brookton.

Tourism is also a growing industry with the Dryandra State Forest, Dryandra Regional Equestrian Centre and a number of nature and heritage trails in Popanyinning providing an avenue for tourists to experience the local history and wildflowers.

Employment

The Top 5 Industries of Employment are;

- Agriculture
- Health Care
- Retail Trade
- Education & Training
- Public Administration
- Transport

Lifestyle

The close proximity of the towns of Narrogin and Pingelly allows local residents to work in these larger towns and enjoy the semi-rural lifestyle of the two towns of Cuballing and Popanyinning.

Some key statistical data on the Shire demographics includes;

- Total Population - 863
- Males - 462 making up 53.5% of the total population
- Females - 401 making up 46.5% of the total population
- 61% of population are currently married
- Diverse Population - 27% born overseas
- Median Age - 47
- 31% of the population is aged 60 years or older (WA average - 19%)
- No. Community Groups - 16
- Daily School Buses to Narrogin - 3

Integrated Planning & Reporting

The core components of the Integrated Planning and Reporting Framework consist of the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Asset Management Plans, Workforce Plans, Issue & Area Specific Plans and the Annual Budget. Below is an outline of the Integrated Planning and Reporting Cycle;



The Long Term Financial Plan highlights the Shire's capacity to deliver on the goals and aspirations identified in the Strategic Community Plan and Corporate Business Plans. It projects financial information beyond the course of the CBP to cover operations for 15 years and to provide an indicative position of financial sustainability in the forward years.

It provides information necessary to assess resourcing requirements to achieve long term community objectives in a financially sustainable manner. The assumptions are estimates only and provide an overview of possible outcomes. Changes in the Shire's operations may result in changes to the Corporate Business Plan requiring the Long Term Financial Plan to be constantly updated.

The Asset Management Plan identifies the required asset renewals in order to maintain and/or increase the Shire's level of service to the community and is therefore an integral part of the Long Term Financial Plan. The plan spans 15 years and a whole of life is taken to operational, maintenance, renewal and acquisition plans and funding levels, ensuring that assets deliver the required levels of service. Levels of service and risks are considered in the development of operational, maintenance, renewal, acquisition plans and the performance of assets are measured and reported as appropriate.

Financial Strategies

The Shire of Cuballing recognises that rate increases are not the only answer to meeting the Shire's demands and are committed to continuing to provide infrastructure and services for our community in a manner that is affordable and financially responsible.

Creating revenue diversity, together with service delivery reviews and containing expenditure, improve value for our ratepayers. Because of this the LTFP is based on the following financial strategies and principles:

Rating

- Maintain a fair and equitable rating structure
- Keep rates at an average of 6% or less over the life of the plan
- Continue to provide support to community organisations

Fees & Charges

- Promoting the use of Shire operated facilities
- Acceptance that not all facilities can be operated on a full cost recovery practise
- Review existing and any proposed fees and charges annually
- Aiming to keep increases for fees & charges in line with rate increases

Other Income

- Looking to increase revenue generated from non rating sources
- Maximising grant funding opportunities to service operational activities
- Adopt a process of cost recovery for services deemed to be commercial activity

Investments

- Looking to increase revenue generated from non rating sources

Expenditure

- Continually review the delivery of services in the community
- Identify services that will benefit from a more regional approach to delivery
- Investing in new technologies that achieve efficiencies in ongoing operational costs
- Manage operations to ensure future liabilities are sustainable

Debt Management

- The use of loan funding to maximise the implementation of key infrastructure while maintaining sustainable financial practises.
- New borrowings for the Bunmulling Bridge are included as part of the LTFP.

Asset Management

- Maintaining existing infrastructure to an acceptable standard
- Maximising grant funding opportunities to service infrastructure requirements
- Seek a minimum of 50% support from State and Federal Government towards new community facilities
- Where appropriate, replacing existing facilities with multi purpose facilities in order to reduce future capital expenditure and ongoing operational expenditure

Where Does the Money Come From?

The Shire's major revenues are shown in the graphs below.

The graphs compare the 2018/19 audited financials to the forecast position in 2033/34

Operating Revenue

Operating revenue is largely consistent from year to year and is expected to increase in line with inflation.

Amounts shown for Non Operating Grants, Subsidies & Contributions will vary from year to year dependant on the timing for major capital projects.



Total Revenue \$3.23 m



Total Revenue \$5.50 m

Where Will the Money Go?

The Shire's major sources of expenditures are shown in the graphs below.

The graphs compare the 2018/19 audited financials to the forecast position in 2033/34.

Operating Expenditure

Operating expenditure is largely consistent from year to year and is expected to increase in line with inflation.



Total Expenditure \$3.71 m

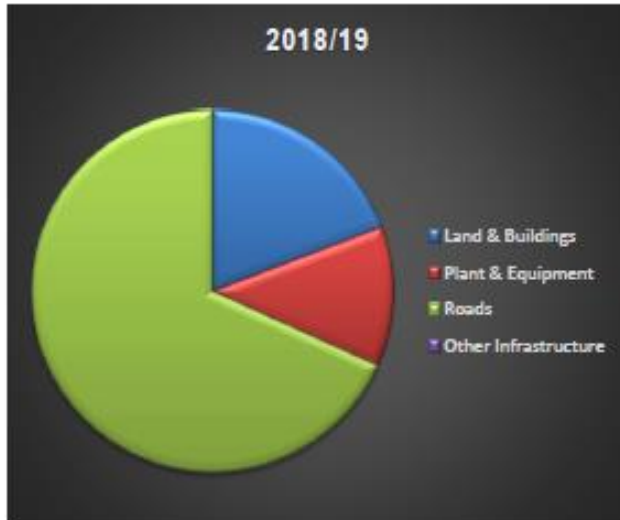


Total Expenditure \$5.24 m

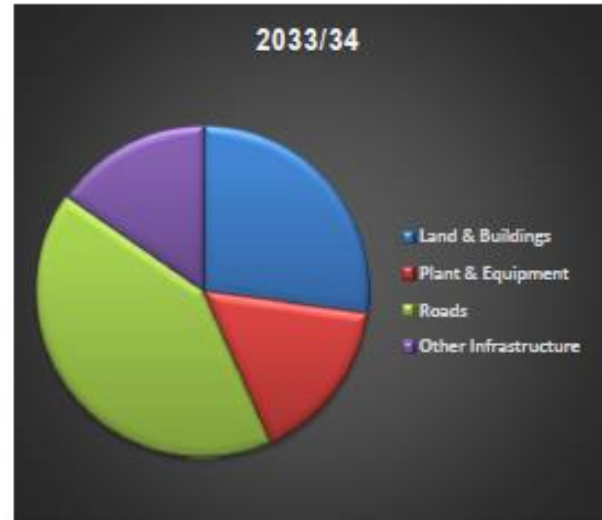
Capital Expenditure

Capital Expenditure can vary significantly from year to year depending on the timing of major projects.

The increase in Capital Expenditure from 2018/19 to 2033/34 reflects the Shire's strategy to increase expenditure on capital renewal infrastructure to achieve standard (or greater) financial ratios in line with the Department of Local Government, Sport and Cultural Industries Advisory Standard Guidelines.



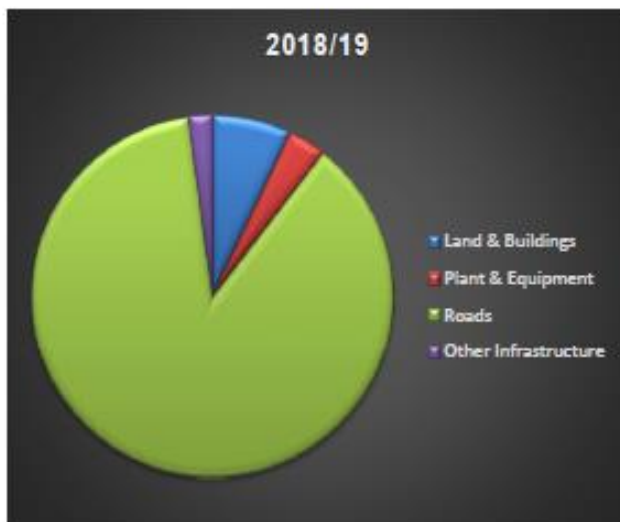
Capital Expenditure \$1.34 m



Capital Expenditure \$2.48 m

Value of Assets

Road Infrastructure makes up a significant portion of the Shire's total asset base and along with Land & Buildings accounts for 94% of the Shire's Total Net Asset Value. A number of components influence the value of Total Assets including depreciation, asset renewals and new asset acquisitions and the revaluation of asset classes in accordance with fair value Australian Accounting Standards. Significant reductions in asset valuation for both Road and Lands & Buildings have been applied in this LTFP to reflect the likelihood of these asset classes being adjusted during the 15 year period to accurately reflect their true value.



Net Asset Value \$70.06 m



Net Asset Value \$84.85 m

Financial Assumptions

Like any plan there are underlying assumptions on which the basis of the plan is derived. It is important to emphasise that the projects identified in the Long Term Financial Plan are to be used as guidance and do not financially commit the Shire to implement those projects identified. Rather, they act as a guide towards drafting the Annual Budget and as such the Long Term Plan, along with other associated plans, will be reviewed each year by Council during the Annual Budget process.

The Long Term Financial Plan is based on some of the following assumptions and principles;

Underlying Principles

- Existing service levels are maintained
- Maintaining a fair and equitable rating strategy that is sustainable into the future
- Sourcing funding opportunities to assist with new and renewed infrastructure
- Maintaining existing infrastructure in line with service level reviews

Major Projects

The following key projects have been identified as priorities within the 10 year plan;

- Road Infrastructure Renewal Program
- Cuballing Aged Independent Living Units
- Cuballing Agricultural Hall
- Cuballing CWA Hall
- Cuballing Railway Reserve
- Short Term Accommodation
- Francis Street Beautification
- Yornaning Dam

Revenue Assumptions

- No natural growth or decline in rateable assessments
- Keep rate increases at minimal levels
- Fees & charges maintained at same level of increase as rates
- Grant funding increased at same rate as CPI
- No incremental increases have been applied to Other Revenue
- Interest calculated at 50 basis points (0.50%) less than CPI

Expenditure Assumptions

- Employee Costs increased at same rate as CPI
- Cost of Utilities increased by 1.5 times the rate of CPI
- Materials & Contracts and Insurance increased at same rate as CPI
- Borrowing Costs fixed at 3%
- No incremental increases have been applied to Other Expenditure

Key Assumptions

The following table summarises the assumptions for the three key variables and a sensitivity analysis on these three variables can be found in the Risk & Sensitivity Analysis section.

Variable	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Employee Costs	1.80%	1.80%	1.80%	2.00%	2.20%	2.20%	2.50%	2.50%	2.50%	2.75%	2.75%	2.75%	3.00%	3.00%	3.50%
Rates	0.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	0.00%
CPI	1.80%	1.80%	1.80%	2.00%	2.20%	2.20%	2.50%	2.50%	2.50%	2.75%	2.75%	2.75%	3.00%	3.00%	3.50%

A full schedule of the assumptions over the 15 year period of the plan is included in Appendix 1.

Financial Ratios

The Shire of Cuballing recognises that compliance with the legislated ratios is an important focus within this plan. The graphs below detail the 15 year trend for the legislated ratios as shown in the Long Term Financial Plan.

Current Ratio

Purpose

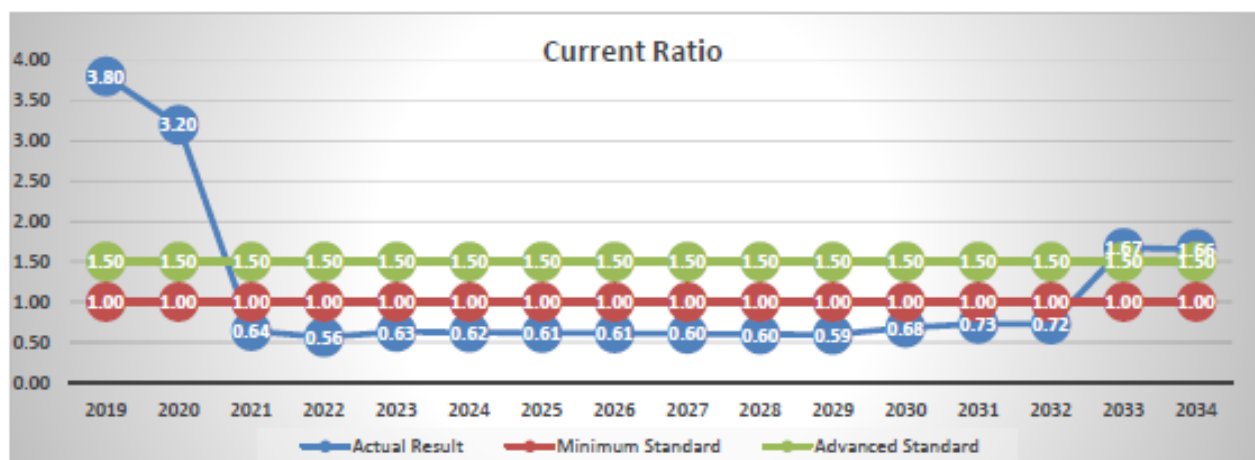
A measure of the local governments ability to meet its short term financial obligations with funds that can be assessed quickly.

Definition

$$\frac{\text{Current Assets less Restricted Assets}}{\text{Current Liabilities less Current Liabilities associated with Restricted Assets}}$$

Comments

The standard is not met if the ratio is less than 1.00. The maximum standard is met if the ratio is greater than 1.50 and means that the local government has sufficient assets that can be easily turned into cash to meet its current obligations. It is a substantial concern if the current ratio remains below the industry standard of 1.00 for any extended period of time.



Own Source Revenue Coverage Ratio

Purpose

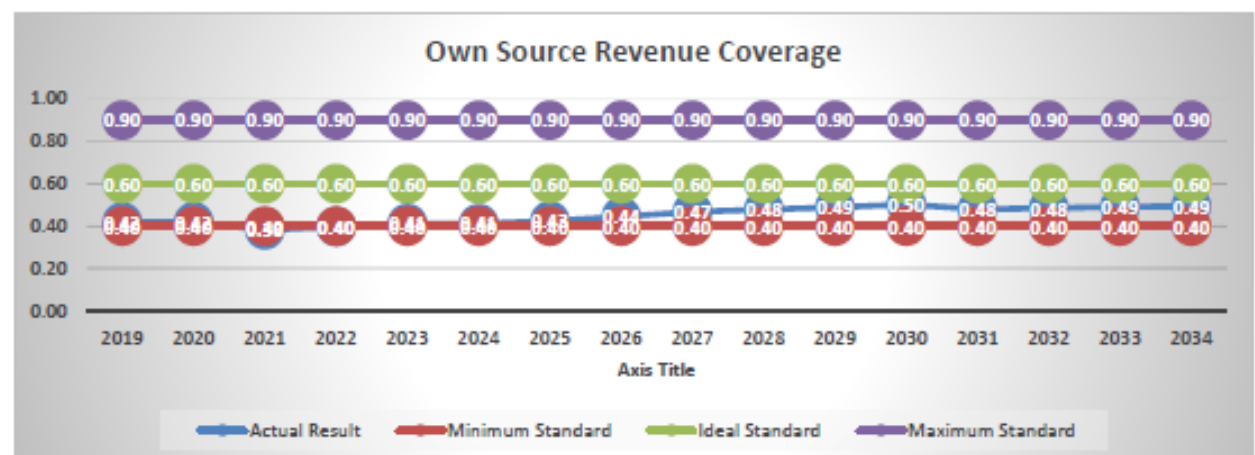
A measure of the local governments ability to cover its operating costs through revenue generated from its own sources (ie. no grants)

Definition

$$\frac{\text{Own Source Operating Revenue}}{\text{Operating Expense}}$$

Comments

The minimum standard is met if the ratio is 0.40 or greater, while the maximum standard for this ratio is 0.90. The plan has established that a ratio of 0.60 would be ideal for the Shire. Meeting this standard indicates that the Shire can continue to operate in the event that there is a reduction in external grant funding and contributions.



Operating Surplus Ratio

Purpose

A measure of the local governments ability to cover its operating costs and have money left for capital projects and other purposes

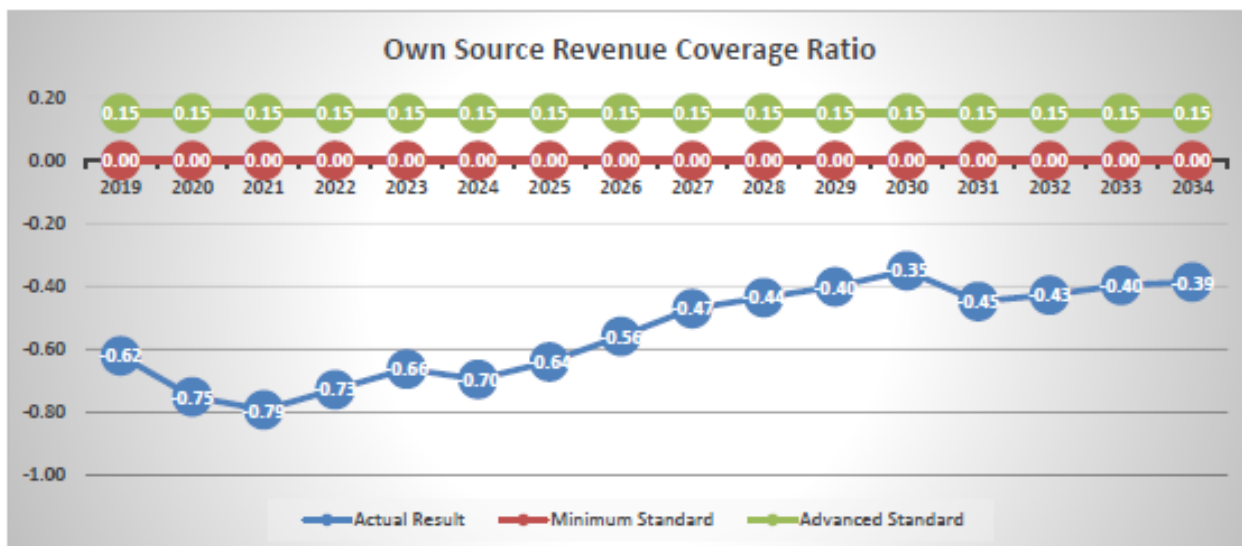
Comments

This is the Shire's most difficult ratio to try and meet by simple virtue of the capacity to raise the amount of rates and/or generate other revenue streams.

Definition

$$\frac{\text{Net Operating Surplus}}{\text{Own Source Operating Revenue}}$$

There is a very positive upward trend over the 15 year period period resulting in the ratio standard almost being obtained in the 2033/34 financial year.



Debt Service Coverage Ratio

Purpose

A measure of the local governments ability to repay its debt based on how much cash it can access compared to total amount of its debt obligations.

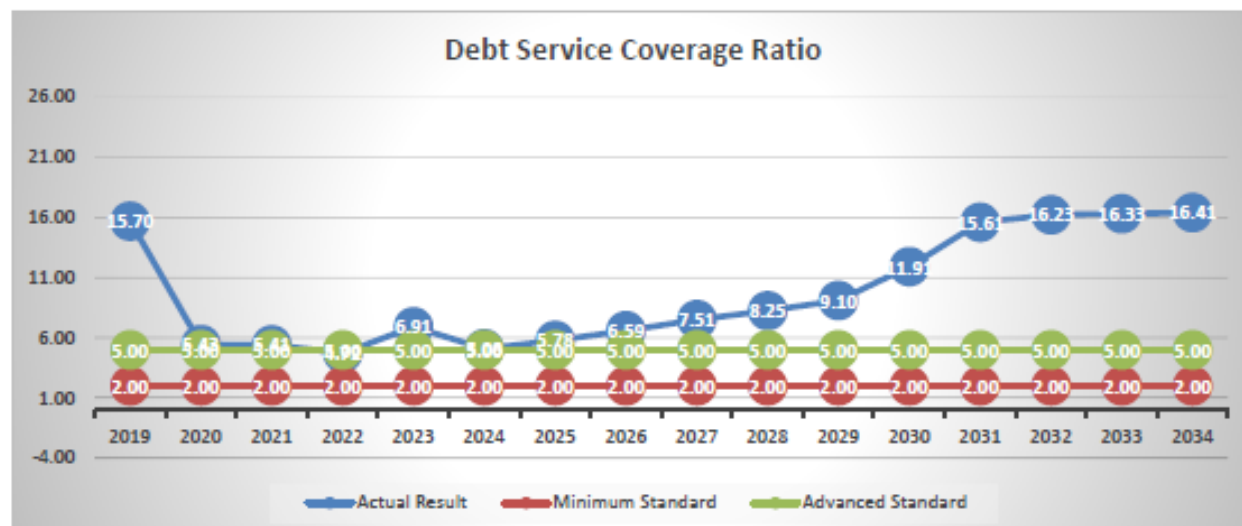
Comments

The Basic standard for this ratio is 2.00 or greater, while the Advanced Standard is 5.00 or greater.

With the exception of the first year of the plan the Shire meets the basic standard for all other years. Importantly, these standards are still met with the Shire borrowing funds for major projects in the LTFP.

Definition

$$\frac{\text{Net Operating Surplus before Interest \& Depn}}{\text{Principal \& Interest}}$$



Asset Sustainability Ratio

Purpose

A measure of the extent to which assets managed by a local government are being replaced as they reach the end of their useful lives.

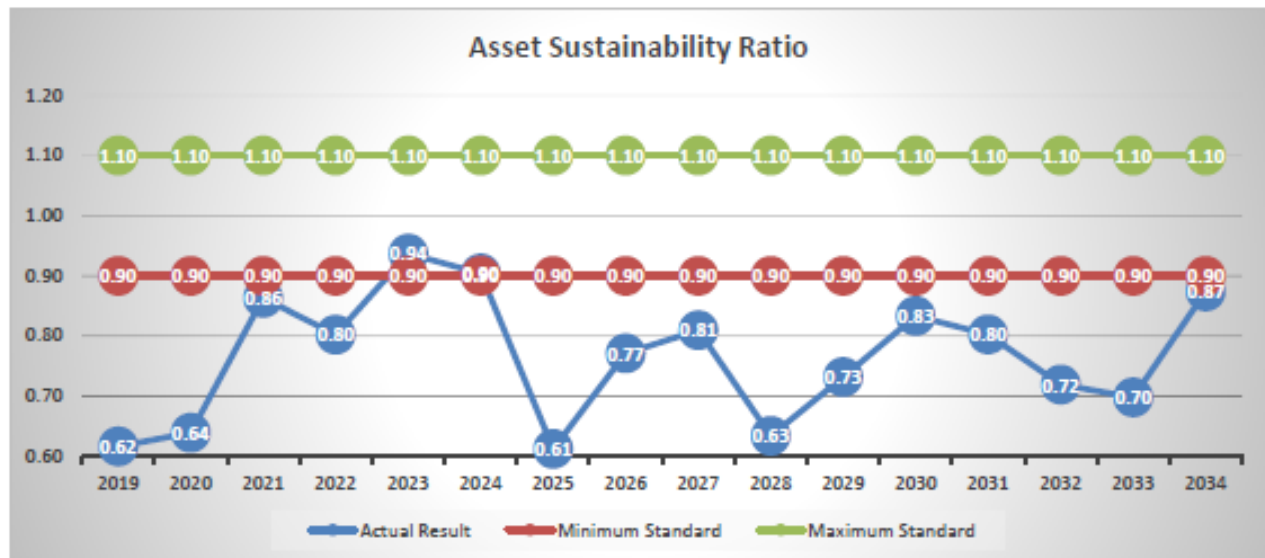
Definition

$$\frac{\text{Capital Renewal \& Replacement Expenditure}}{\text{Depreciation Expense}}$$

Comments

The Basic standard for this ratio is 0.90, while the Maximum Standard is achieved when the ratio reaches 1.10.

The challenge in achieving this standard is to maintain a level of expenditure for capital renewal that is neither too low (less than 0.90) or too high (greater than 1.10), with the optimum level being around 1.00.



Asset Consumption Ratio

Purpose

A measure of the condition of a local government's physical assets by comparing their age with replacement cost. The ratio highlights the aged condition of a local government's stock of physical assets.

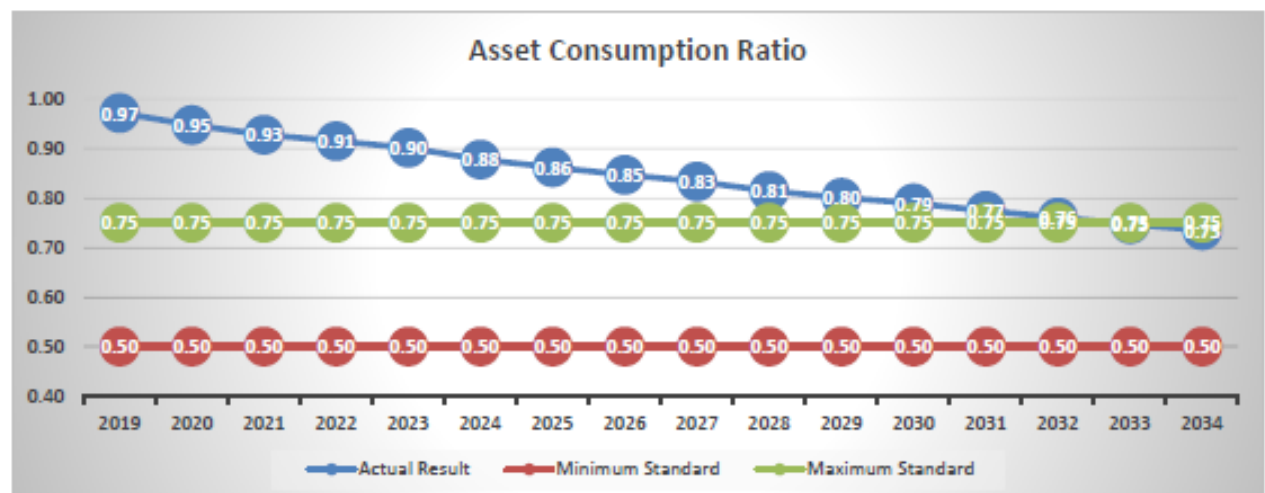
Definition

$$\frac{\text{Depreciated Replacement Cost of Assets}}{\text{Current Replacement Cost of Assets}}$$

Comments

The Basic standard for this ratio is 0.50, while the Maximum Standard is achieved when the ratio reaches 0.75.

A result in the centre of the target range indicates that the Shire are renewing assets at adequate levels to maintain the average age of assets throughout the course of the 15 year plan.



Asset Renewal Funding Ratio

Purpose

A measure of the local government's ability to fund asset renewal and replacements in the future.

Definition

NPV of planned capital renewal over 10 years

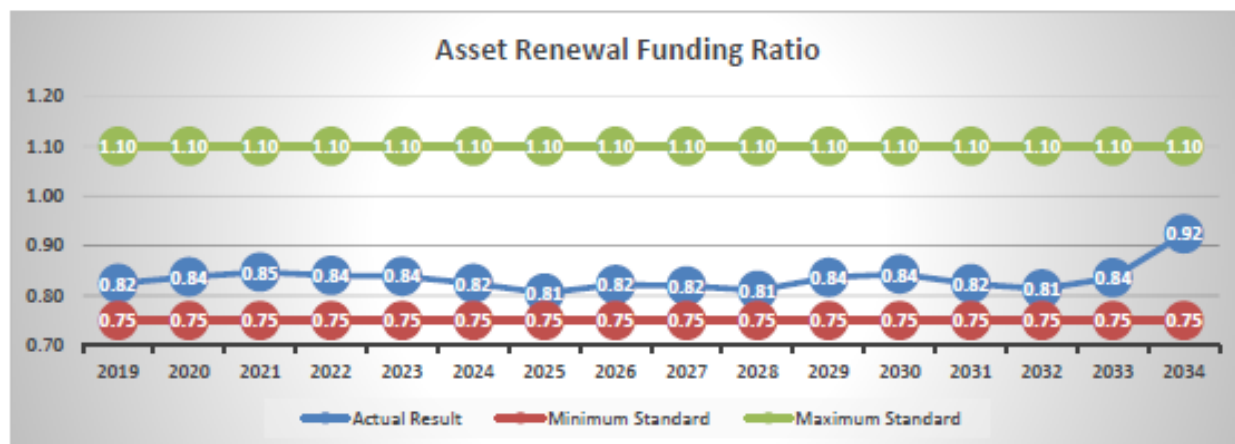
NPV of required capital renewal over 10 years

Comments

The Basic standard for this ratio is 0.75, while the Maximum Standard is achieved when the ratio reaches 1.10.

The result is in the centre of the target range.

It should be noted that the outcome of this ratio is dependent on the data provided by the Asset Management Plan so this ratio is susceptible to change until the plan is finalised.



Financial Health Indicator

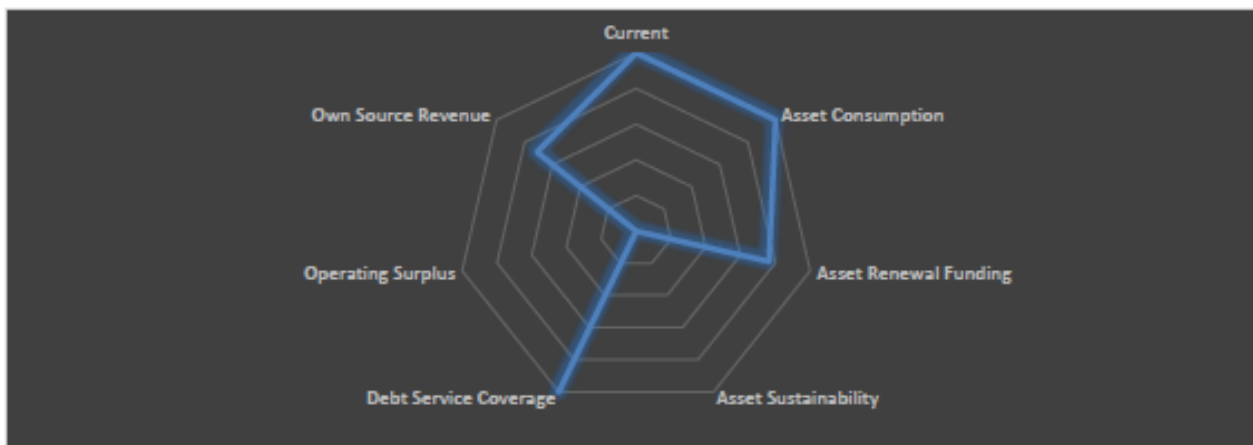
The Department of Local Government, Sport and Cultural Industries Financial Health Indicator (FHI) is a measurement of a local government's overall financial health.

It is calculated from the seven financial ratios that local governments are required to calculate annually. A FHI result of 70 and above indicates sound financial health. The maximum result achievable is 100. The FHI is one factor to consider in assessing overall performance. Other factors include: the range of services offered; efficiency of services delivered; and community satisfaction. A very high or low FHI may be a prompt for questions to be asked by the community about a local government's revenue, expenses and service delivery. The FHI is best viewed as a trend over time.

When interpreting the FHI data on the chart, a larger rounder shape is better than a smaller shape. Below is a comparison of the FHI charts for the 2018/19 and 2033/34 financial years.

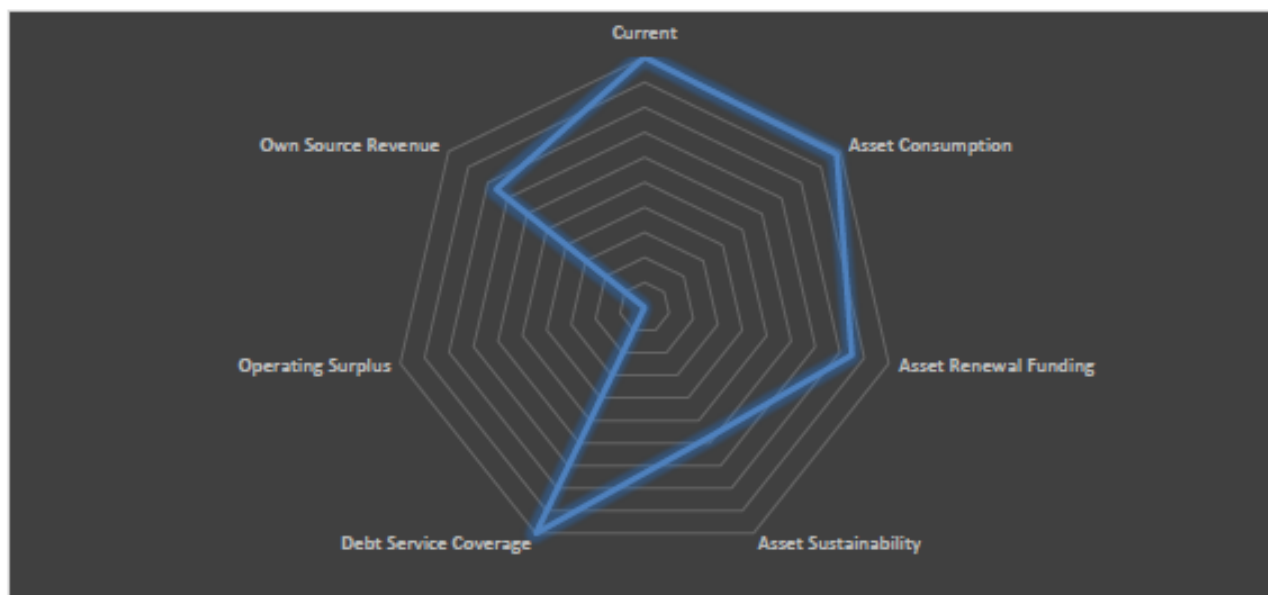
2018/19 FHI Rating

65



2033/34 FHI Rating

71



While the calculation of the FHI is based on an average of the 7 financial ratios, there is considerable emphasis placed on 3 of these being the current ratio, debt service coverage ratio and the operating surplus ratio, which account for 65% of the total FHI result.

In particular, the operating surplus ratio has a 21% weighting and given the Shire will always have difficulty in achieving this ratio (in the short term anyway), this effectively means that the Shire is likely to only ever be able to achieve a maximum score in the vicinity of 70-80.

The current ratio has the highest weighting of all the ratios contributing 24.3% of the total score out of a possible 100. Given the LTFP is showing a ratio below the minimum standard required, this means that in the years where the ratio falls below 1.00, as shown in years 2020-2028, the FHI falls well below an acceptable level.

If this one ratio alone is improved to a score of 1.50 or greater then this would mean that the FHI would return to levels similar or better than the FHI result of 66 shown in 2019 at the beginning of the model.

The table below shows the forecast FHI score for the Shire over the 15 year period of this plan.

The Shire's ability to maintain and improve the FHI score is a result of the financial strategies on which this LTFP is based.

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2034
Financial Health Indicator Results	65	65	44	42	47	47	40	42	43	41	71

Risk Management

There is a considerable amount of uncertainty underpinning the forecast expenditure in the LTFP. Changing technology, ageing infrastructure and economic uncertainty are just some of the sensitivities that the LTFP is exposed to.

Along with other variable assumptions which underpin the LTFP, these risks are managed through annual reviews and updates of our long term projections along with sensitivity analysis. Further, the Shire continues to identify and address both operational and strategic risks which are critical to service delivery, outlining risk management strategies which are integrated within service delivery outcomes specified in the organisations business units.

Major projects will have qualified and experienced personnel engaged to ensure best practise project management procedures and governance are in place. In addition, as part of the organisational restructure, the Shire will look to establishing a project management framework to guide and monitor the successful delivery of projects across the organisation.

Financial and operational risks are also addressed through a number of other practises including;

- Compliance with legislation
- Appropriate Insurance Coverage
- Development of specific policies to guide effective decision making (ie. Investment Policy)
- Delegated authorities to CEO and key management and staff

Sensitivity Analysis

The LTFP is a 15 year forecast of the Shire's future operations and the plan contains a number of assumptions as to the likely change in revenue and expenditure for each financial year. A sensitivity analysis has been performed on a number of these assumptions, with three of these being identified as the most critical for the Shire;

- Annual percentage Rate increases
- Annual percentage increase for Inflation
- Annual percentage increase for Employee Costs

The cumulative results of these sensitivities are shown in the following graphs. Each of the three variables have been tested from a range of between 0% to 8%. The charts show the cumulative nature of the annual changes over the 15 year period of the LTFP. The sensitivity analysis demonstrates how decisions that are made today can have a major impact on the future planning of the Shire and shows the importance for the Shire to review the LTFP on an annual basis.

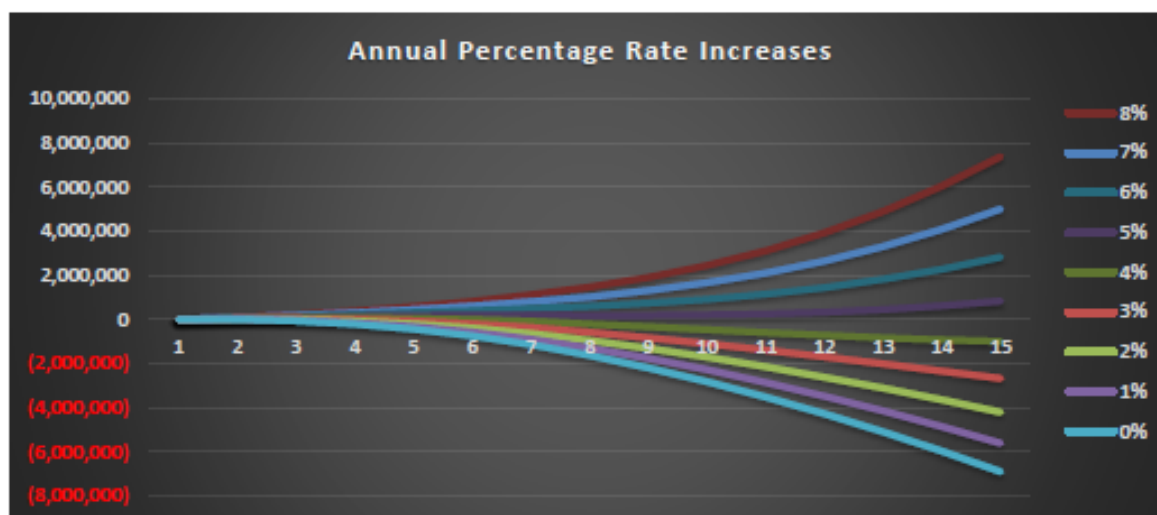
Annual Percentage Rate Increases

The sensitivity graph shown below shows the impact for the percentage increase applied to the rate in the dollar. This is the most sensitive input assumption contained within the LTFP.

The base case is forecast to enable the Shire to deliver outcomes identified in the Strategic Community Plan, while the "Actual" change in the rate in the dollar is calculated to balance the Shire's Annual Budget.

There is a considerable difference in revenue generated over the course of the 15 year plan. When considering three of these options; base case, lowest variable and highest variable, the difference in revenue generated from rates for the 15 year period is shown below;

	Rates Raised	Variance
1 Revenue generated from base case increases	\$24,533,577	\$0
2 Revenue generated without any rate increases	\$17,629,050	(\$6,904,527)
3 Revenue generated with an annual increase of 8%	\$31,911,072	\$7,377,496



There are a number of factors that may impact on the annual rate of change in rates, some of these explained below;

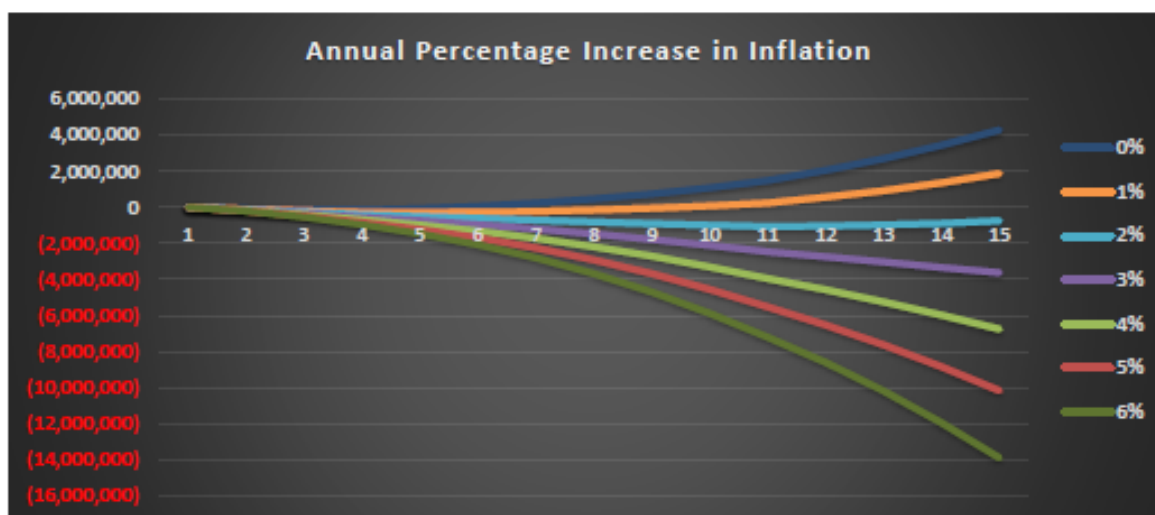
- Annual rate of inflation
- The efficiency to which the Shire delivers services to the community
- Amount of revenue generated from non rate sources
- Major projects undertaken by the Shire

The Shire has no control over the annual rate of inflation, however the Shire does have the ability to influence other factors such as service delivery, land use strategies, asset management and to a lesser degree, sourcing non rate revenue and grant funding. Success in delivering these components in the LTFP will reduce the Shire's sensitivity to fluctuations in the annual changes to the rate in the dollar.

Annual Percentage Increase in Inflation

The base case has used a rate of inflation in the range of 1.8% to 3.5%.

The rate of inflation used in the first year of the LTFP is 1.8%. For the period ended 31 December 2019, the Perth Consumer Price Index ("CPI") as measured by the Australia Bureau of Statistics was 1.6%. As such the Shire considers that the inflation rates used in the LTFP are conservative. The inflation rate will be reviewed as part of the annual review process of the LTFP.



Similar to the revenue projections there is a considerable difference in Total Expenditure over the course of the 15 Year plan. When considering three of these options; base case, lowest variable and highest variable, the difference in total expenditure (excluding depreciation) for the 15 year period is show below;

	Expenditure	Variance
1 Total Expenditure from base case increases	\$37,867,478	\$0
2 Total Expenditure without any rate increases	\$33,584,255	\$4,283,223
3 Total Expenditure with an annual increase of 6%	\$51,747,279	(\$13,879,800)

Annual Percentage Increase in Employee Costs

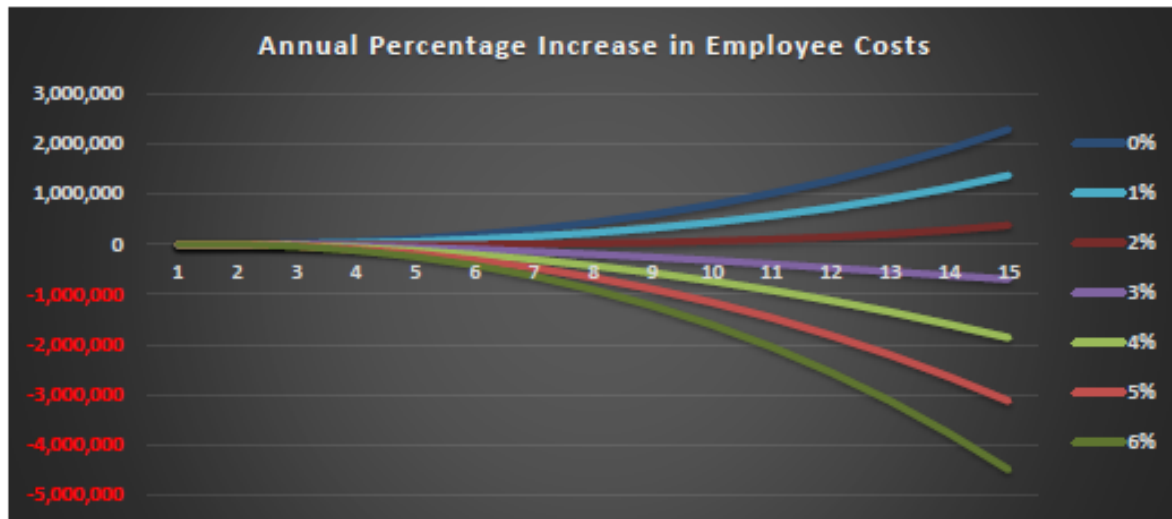
The base case has used a Consumer Price Index ("CPI") rate in the range of 1.8% to 3.5%.

The CPI rate used in the first year of the LTFP is 1.8%. For the period ended 31 December 2019, the West Australia Wage Price Index as measured by the Australia Bureau of Statistics was 1.6%. As such, the Shire considers that the CPI rates used in the LTFP are conservative. The CPI rate will be reviewed as part of the annual review process of the LTFP.

Similar to Total Expenditure projections, there is a considerable difference in Employee Costs over the course of the 15 Year plan when considering three of these options; base case, lowest variable and highest variable.

The difference in Employee Costs for the ten year period is show below;

	Expenditure	Variance
1 Employee Costs from base case increases	\$17,231,640	\$0
2 Employee Costs without any pay increases	\$14,940,496	\$2,291,144
3 Employee Costs with an annual increase of 6%	\$21,727,739	(\$4,496,100)



APPENDIX 1

Financials Assumptions Underpinning the Plan

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
GENERAL															
Discount Rate	2.75%	2.75%	3.29%	3.19%	4.21%	4.06%	3.76%	3.76%	3.76%	3.50%	3.50%	3.50%	3.25%	3.25%	2.75%
Nominal Discount Rate	4.60%	4.60%	5.15%	5.25%	6.50%	6.35%	6.35%	6.35%	6.35%	6.35%	6.35%	6.35%	6.35%	6.35%	6.35%
Expected Inflation Rate (CPI)	1.80%	1.80%	1.80%	2.00%	2.20%	2.20%	2.50%	2.50%	2.50%	2.75%	2.75%	2.75%	3.00%	3.00%	3.50%
OPERATING REVENUES															
Rates	0.00%	0.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	4.00%	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%
- Growth / New GRV Rating	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Special Area Rating	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fees and Charges	0.0%	0.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	4.0%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%
Service Charges	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Interest Earnings	1.3%	1.3%	1.3%	1.5%	1.7%	1.7%	2.0%	2.0%	2.0%	2.3%	2.3%	2.3%	2.5%	2.5%	3.0%
Other revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Operating Grants, Subsidies & Contributions															
- Financial Assistance Grants (General Purpose)	570,146	559,924	570,003	581,403	594,194	607,266	622,447	638,009	653,959	671,943	690,421	709,408	730,690	752,611	778,952
- Financial Assistance Grants (Roads)	185,141	382,648	389,536	397,326	406,068	415,001	425,376	436,010	446,911	459,201	471,829	484,804	499,348	514,329	532,330
- MRD Direct Grant	115,490	117,569	119,685	121,839	124,520	127,259	130,441	133,702	137,044	140,813	144,685	148,664	153,124	157,718	163,238
- DFES	24,769	45,000	45,810	48,215	51,349	54,610	58,077	61,765	65,687	69,859	74,295	79,012	84,030	89,365	95,040
- Activities & Programs	12,500	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
- Reimbursements & Contributions	25,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
- Rental Income	4,680	4,680	4,764	4,860	4,966	5,076	5,203	5,333	5,466	5,616	5,771	5,929	6,107	6,291	6,511
- Equestrian Lease	4,545	4,545	4,627	4,719	4,823	4,929	5,053	5,179	5,308	5,454	5,604	5,758	5,931	6,109	6,323
- Other	2,412	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
	944,683	1,169,366	1,189,424	1,213,362	1,240,920	1,269,141	1,301,597	1,334,998	1,369,376	1,407,886	1,447,605	1,488,576	1,534,230	1,581,422	1,637,394
Non-operating Grants, Subsidies, Contributions															
- Regional Road Group	334,630	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000
- Road to Recovery	211,000	217,495	217,495	217,495	211,000	220,000	220,000	220,000	220,000	220,000	230,000	230,000	230,000	230,000	230,000
- State Black spot	233,109	294,444	-	-	-	-	166,667	166,667	-	-	-	-	-	-	-
- Federal Black Spot	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
- Commodity Route	-	82,977	-	-	300,000	-	300,000	-	-	-	-	-	-	-	-
- Special Projects (Roads)	-	-	-	-	-	-	-	300,000	-	-	-	-	-	-	-
Bridges															
- Bunmullin Bridge	-	-	1,238,000	1,238,000	-	-	-	-	-	-	-	-	-	-	-

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APPENDIX 1

Financials Assumptions Underpinning the Plan

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
- Other	-	-	-	369,000	-	-	-	-	-	-	-	-	-	-	-
- Independent Living Units	-	872,000	-	-	-	625,000	-	-	-	625,000	-	-	-	-	625,000
- Yornaning Dam	73,832	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
- Parks & Ovals	-	-	-	50,000	-	-	-	75,000	-	-	-	150,000	150,000	-	-
- Special Projects (Other)	-	247,768	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total	852,571	2,114,684	1,855,495	2,274,495	911,000	1,245,000	1,086,667	1,161,667	620,000	1,245,000	630,000	780,000	780,000	630,000	1,255,000
OPERATING EXPENSES															
Employee Costs	1.8%	1.8%	1.8%	2.0%	2.2%	2.2%	2.5%	2.5%	2.5%	2.8%	2.8%	2.8%	3.0%	3.0%	3.5%
Materials and Contracts	1.8%	1.8%	1.8%	2.0%	2.2%	2.2%	2.5%	2.5%	2.5%	2.8%	2.8%	2.8%	3.0%	3.0%	3.5%
Utility Charges	2.7%	2.7%	2.7%	3.0%	3.3%	3.3%	3.8%	3.8%	3.8%	4.1%	4.1%	4.1%	4.5%	4.5%	5.3%
Depreciation (Average per Class)															
- Land & Buildings	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
- Plant & Equipment	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%
- Furniture & Equipment	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%	18.5%
- Roads	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
- Bridges	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
- Recreation	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
- Parks, Playgrounds & Ovals	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
- Other Infrastructure	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Interest Expense (based on estimated borrowings)	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Insurance Expense	1.8%	1.8%	1.8%	2.0%	2.2%	2.2%	2.5%	2.5%	2.5%	2.8%	2.8%	2.8%	3.0%	3.0%	3.5%
Other Expenditure	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

APPENDIX 2
Statement of Comprehensive Income
By Program

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUE																
General Purpose Funding	1,738,765	1,497,676	1,655,772	1,721,310	1,796,511	1,869,760	1,949,668	2,039,670	2,134,205	2,208,402	2,289,166	2,371,658	2,441,482	2,517,706	2,596,744	2,687,689
Governance	37,032	1,295	35,264	36,660	38,262	39,822	41,524	43,441	45,454	47,034	48,754	50,511	51,998	53,622	55,305	57,242
Law, Order, Public Safety	51,683	28,018	49,216	51,164	53,399	55,577	57,952	60,627	63,437	65,642	68,043	70,495	72,571	74,836	77,186	79,889
Health	1,148	800	1,093	1,136	1,186	1,234	1,287	1,347	1,409	1,458	1,511	1,566	1,612	1,662	1,714	1,775
Education and Welfare	3,500	2,500	3,333	3,465	3,616	3,764	3,925	4,106	4,296	4,445	4,608	4,774	4,915	5,068	5,227	5,410
Housing	4,680	4,680	4,457	4,633	4,835	5,033	5,248	5,490	5,744	5,944	6,161	6,383	6,571	6,777	6,989	7,234
Community Amenities	68,029	77,382	64,782	67,346	70,288	73,154	76,281	79,802	83,501	86,404	89,563	92,791	95,523	98,505	101,597	105,156
Recreation and Culture	31,805	11,046	30,287	31,486	32,861	34,201	35,663	37,309	39,038	40,395	41,873	43,382	44,659	46,053	47,499	49,162
Transport	460,945	310,631	438,944	456,318	476,253	496,672	516,855	540,715	565,776	585,445	606,856	628,724	647,235	667,442	688,394	712,504
Economic Services	31,747	38,250	30,232	31,428	32,801	34,139	35,598	37,241	38,967	40,322	41,796	43,303	44,577	45,969	47,412	49,073
Other Property and Services	313,826	284,380	298,847	310,676	324,248	337,469	351,892	368,136	385,198	398,590	413,167	428,055	440,658	454,415	468,681	485,095
TOTAL REVENUE	2,743,160	2,256,658	2,612,226	2,715,622	2,834,262	2,949,823	3,075,892	3,217,882	3,367,025	3,484,082	3,611,500	3,741,642	3,851,800	3,972,055	4,096,749	4,240,228
EXPENDITURE																
General Purpose Funding	(63,159)	(75,915)	(77,339)	(79,045)	(80,931)	(85,845)	(88,939)	(91,154)	(92,756)	(95,263)	(97,788)	(99,290)	(107,471)	(109,819)	(111,568)	(114,891)
Governance	(143,157)	(149,640)	(152,447)	(155,811)	(159,528)	(169,214)	(175,312)	(179,678)	(182,837)	(187,778)	(192,756)	(195,716)	(211,841)	(216,471)	(219,917)	(226,468)
Law, Order, Public Safety	(165,052)	(186,043)	(189,533)	(193,715)	(198,337)	(210,378)	(217,960)	(223,389)	(227,316)	(233,459)	(239,648)	(243,328)	(263,376)	(269,132)	(273,417)	(281,561)
Health	(37,533)	(41,600)	(42,380)	(43,315)	(44,349)	(47,042)	(48,737)	(49,951)	(50,829)	(52,203)	(53,586)	(54,409)	(58,892)	(60,179)	(61,137)	(62,958)
Education and Welfare	(14,293)	(19,300)	(19,240)	(19,757)	(20,843)	(23,256)	(25,784)	(23,667)	(21,886)	(20,852)	(20,361)	(20,223)	(21,889)	(22,367)	(22,724)	(23,400)
Housing	(48,531)	(43,610)	(44,428)	(45,408)	(46,492)	(49,314)	(51,092)	(52,364)	(53,285)	(54,725)	(56,175)	(57,038)	(61,737)	(63,087)	(64,091)	(66,000)
Community Amenities	(343,745)	(343,128)	(349,565)	(357,277)	(365,802)	(388,011)	(401,995)	(412,006)	(419,250)	(430,580)	(441,993)	(448,781)	(485,757)	(496,372)	(504,276)	(519,297)
Recreation and Culture	(321,908)	(376,688)	(383,754)	(392,221)	(401,579)	(425,961)	(441,312)	(452,303)	(460,255)	(472,694)	(485,223)	(492,674)	(533,267)	(544,921)	(553,597)	(570,088)
Transport	(2,221,784)	(2,176,458)	(2,209,981)	(2,253,256)	(2,302,015)	(2,390,071)	(2,429,817)	(2,454,579)	(2,467,966)	(2,511,250)	(2,561,134)	(2,590,930)	(2,802,450)	(2,863,694)	(2,909,290)	(2,995,953)
Economic Services	(181,491)	(177,210)	(177,457)	(178,617)	(180,455)	(189,324)	(194,404)	(197,856)	(200,303)	(205,054)	(210,203)	(213,430)	(231,015)	(236,064)	(239,823)	(246,967)
Other Property and Services	(159,640)	(89,064)	(90,735)	(92,737)	(94,949)	(100,714)	(104,344)	(106,942)	(108,822)	(111,764)	(114,726)	(116,488)	(126,085)	(128,841)	(130,892)	(134,791)
TOTAL EXPENDITURE	(3,700,293)	(3,678,656)	(3,736,859)	(3,811,160)	(3,895,280)	(4,079,129)	(4,179,696)	(4,243,890)	(4,285,505)	(4,375,622)	(4,473,594)	(4,532,307)	(4,903,781)	(5,010,947)	(5,090,731)	(5,242,376)
SUB-TOTAL	(957,133)	(1,421,998)	(1,124,633)	(1,095,539)	(1,061,017)	(1,129,306)	(1,103,804)	(1,026,008)	(918,480)	(891,540)	(862,094)	(790,664)	(1,051,981)	(1,038,892)	(993,983)	(1,002,148)
Finance Costs	(6,372)	(7,519)	(10,805)	(8,148)	(6,809)	(52,649)	(46,445)	(39,900)	(32,993)	(25,704)	(18,010)	(9,984)	(1,952)	0	0	0
Non-Operating Grants, Subsidies & Contributions	527,827	852,571	2,114,684	1,855,495	2,274,495	911,000	1,245,000	1,086,667	1,161,667	620,000	1,245,000	630,000	780,000	780,000	630,000	1,255,000
Profit / (Loss) on Asset Disposals	(44,535)	(24,436)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Adjustments to Assets at Fair Value thru Profit & Loss	35,611	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET RESULT	(444,602)	(601,382)	979,246	751,808	1,206,668	(270,955)	94,751	20,759	210,194	(297,244)	364,896	(170,649)	(273,933)	(258,892)	(363,983)	252,852
Other Comprehensive Income																
Changes in revaluation of non-current assets	324,093	0	15,000	5,660,000	545,000	0	245,000	2,500,000	520,000	(160,000)	500,000	1,500,000	(5,000)	550,000	500,000	0
Total Other Comprehensive Income	324,093	0	15,000	5,660,000	545,000	0	245,000	2,500,000	520,000	(160,000)	500,000	1,500,000	(5,000)	550,000	500,000	0
TOTAL COMPREHENSIVE INCOME	(120,509)	(601,382)	994,246	6,411,808	1,751,668	(270,955)	339,751	2,520,759	730,194	(457,244)	864,896	1,329,351	(278,933)	291,108	136,017	252,852

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APPENDIX 3

Statement of Comprehensive Income
By Nature and Type

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUE																
Rates	1,125,644	1,175,270	1,175,270	1,245,786	1,320,533	1,399,765	1,483,751	1,572,776	1,667,143	1,733,829	1,803,182	1,875,309	1,931,568	1,989,515	2,049,201	2,110,677
Operating Grants, Subsidies & Contributions	1,124,369	944,683	1,169,366	1,189,424	1,213,362	1,240,920	1,269,141	1,301,597	1,334,998	1,369,376	1,407,886	1,447,605	1,488,576	1,534,230	1,581,422	1,637,394
Fees & Charges	396,324	347,391	237,391	251,634	266,733	282,736	299,701	317,683	336,744	350,213	364,222	378,791	390,155	401,859	413,915	426,332
Service Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Earnings	44,719	32,887	20,199	18,777	23,634	16,402	13,299	15,826	18,141	20,665	26,210	29,937	31,501	36,450	42,210	55,825
Other Revenue	52,104	41,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL REVENUE	2,743,160	2,541,731	2,612,226	2,715,622	2,834,262	2,949,823	3,075,892	3,217,882	3,367,025	3,484,082	3,611,500	3,741,642	3,851,800	3,972,055	4,096,749	4,240,228
EXPENDITURE																
Employee Costs	(1,050,415)	(1,069,925)	(962,184)	(979,503)	(999,093)	(1,021,073)	(1,043,537)	(1,069,625)	(1,096,366)	(1,123,775)	(1,154,679)	(1,186,432)	(1,319,059)	(1,358,631)	(1,399,390)	(1,448,369)
Materials & Contracts	(731,596)	(852,075)	(867,412)	(883,025)	(900,686)	(920,501)	(940,752)	(964,271)	(988,378)	(1,013,087)	(1,040,947)	(1,069,573)	(1,298,986)	(1,337,956)	(1,378,094)	(1,426,328)
Utilities	(54,784)	(64,076)	(65,806)	(67,583)	(69,610)	(71,907)	(74,280)	(77,066)	(79,956)	(82,954)	(86,376)	(89,939)	(93,649)	(97,863)	(102,267)	(107,636)
Depreciation	(1,673,905)	(1,500,557)	(1,646,850)	(1,683,809)	(1,725,673)	(1,862,090)	(1,914,155)	(1,921,991)	(1,905,805)	(1,936,639)	(1,967,728)	(1,957,672)	(1,958,438)	(1,977,290)	(1,966,047)	(2,008,231)
Interest Expenses	(6,372)	(7,519)	(10,805)	(8,148)	(6,809)	(52,649)	(46,445)	(39,900)	(32,993)	(25,704)	(18,010)	(9,984)	(1,952)	0	0	0
Insurance	(131,415)	(143,652)	(146,238)	(148,870)	(151,847)	(155,188)	(158,602)	(162,567)	(166,631)	(170,797)	(175,494)	(180,320)	(185,279)	(190,837)	(196,563)	(203,442)
Other Expenditure	(58,178)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)
TOTAL EXPENDITURE	(3,706,665)	(3,686,174)	(3,747,664)	(3,819,308)	(3,902,089)	(4,131,779)	(4,226,141)	(4,283,789)	(4,318,498)	(4,401,327)	(4,491,604)	(4,542,291)	(4,905,733)	(5,010,947)	(5,090,731)	(5,242,376)
SUB-TOTAL	(963,505)	(1,144,443)	(1,135,438)	(1,103,687)	(1,067,827)	(1,181,955)	(1,150,249)	(1,065,908)	(951,473)	(917,244)	(880,104)	(800,649)	(1,053,933)	(1,038,892)	(993,983)	(1,002,148)
Non-Operating Grants, Subsidies & Contributions	527,827	852,571	2,114,684	1,855,495	2,274,495	911,000	1,245,000	1,086,667	1,161,667	620,000	1,245,000	630,000	780,000	780,000	630,000	1,255,000
Profit / (Loss) on Asset Disposals	(44,535)	(24,437)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Adjustments to Assets at Fair Value thru Profit & Loss	35,611	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NET RESULT	(444,602)	(316,309)	979,246	751,808	1,206,668	(270,955)	94,751	20,759	210,194	(297,244)	364,896	(170,649)	(273,933)	(258,892)	(363,983)	252,852
Other Comprehensive Income																
Changes in revaluation of non-current assets	324,093	0	15,000	5,660,000	545,000	0	245,000	2,500,000	520,000	(160,000)	500,000	1,500,000	(5,000)	550,000	500,000	0
Total Other Comprehensive Income	324,093	0	15,000	5,660,000	545,000	0	245,000	2,500,000	520,000	(160,000)	500,000	1,500,000	(5,000)	550,000	500,000	0
TOTAL COMPREHENSIVE INCOME	(120,509)	(316,309)	994,246	6,411,808	1,751,668	(270,955)	339,751	2,520,759	730,194	(457,244)	864,896	1,329,351	(278,933)	291,108	136,017	252,852

APPENDIX 4

Statement of Financial Position

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT ASSETS																	
Cash and Cash Equivalents	2,052,321	2,265,576	1,553,777	1,444,350	1,575,612	964,828	782,284	791,286	907,049	1,033,227	1,164,910	1,330,544	1,400,051	1,458,004	1,688,417	1,860,832	1,683,363
Trade Receivables	142,525	106,908	128,121	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Investments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	8,391	8,986	9,144	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL CURRENT ASSETS	2,203,237	2,381,470	1,691,042	1,554,350	1,685,612	1,074,828	892,284	901,286	1,017,049	1,143,227	1,274,910	1,440,544	1,510,051	1,568,004	1,798,417	1,970,832	1,793,363
NON-CURRENT ASSETS																	
Land Held for Resale	0	0	174,457	204,957	254,957	279,957	479,957	409,957	449,957	379,457	479,457	379,457	279,457	279,457	279,457	279,457	279,457
Financial Assets	0	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611
Property, Plant and Equipment	7,006,665	7,328,918	7,460,412	8,721,898	10,003,804	10,592,776	10,406,911	11,225,198	10,843,124	11,242,262	10,817,060	11,457,288	11,605,329	11,520,494	12,007,495	11,889,907	12,297,928
Infrastructure	63,152,956	62,726,303	62,764,661	62,826,464	68,459,743	70,120,093	69,927,368	69,417,426	72,070,010	72,248,567	71,885,630	71,943,174	73,068,961	72,762,858	72,281,068	72,305,109	72,268,957
TOTAL NON-CURRENT ASSETS	70,159,621	70,090,832	70,435,141	71,788,929	78,754,115	81,028,437	80,849,847	81,088,192	83,398,702	83,905,897	83,217,758	83,815,530	84,989,358	84,598,420	84,603,631	84,510,084	84,881,952
TOTAL ASSETS	72,362,858	72,472,302	72,126,183	73,343,279	80,439,727	82,103,264	81,742,131	81,989,478	84,415,750	85,049,124	84,492,668	85,256,074	86,499,409	86,166,425	86,402,048	86,480,916	86,675,315
CURRENT LIABILITIES																	
Payables	41,637	163,503	156,563	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Current Portion of Long Term Borrowings	38,715	54,937	71,807	85,903	116,720	89,640	91,843	94,104	96,423	98,235	101,242	103,746	71,335	56,123	57,806	59,540	61,327
Provision for Leave Entitlements	246,021	209,084	246,020	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
TOTAL CURRENT LIABILITIES	326,373	427,524	474,390	485,903	516,720	489,640	491,843	494,104	496,423	498,235	501,242	503,746	471,335	456,123	457,806	459,540	461,327
NON-CURRENT LIABILITIES																	
Long Term Borrowings	111,940	217,003	145,196	355,453	1,008,176	945,882	852,105	756,016	657,554	557,224	453,265	347,310	291,689	250,779	191,289	130,014	66,901
Provision for Leave Entitlements	41,133	64,870	60,000	61,080	62,179	63,423	64,818	66,244	67,900	69,598	71,338	73,300	75,315	77,387	79,708	82,099	84,973
TOTAL NON-CURRENT LIABILITIES	153,073	281,873	205,196	416,533	1,070,356	1,009,305	916,923	822,260	725,454	626,822	524,603	420,610	367,004	328,165	270,997	212,114	151,874
TOTAL LIABILITIES	479,446	709,397	679,586	902,436	1,587,076	1,498,945	1,408,767	1,316,364	1,221,877	1,125,057	1,025,845	924,356	838,339	784,288	728,803	671,654	613,201
NET ASSETS	71,883,412	71,762,905	71,446,597	72,440,843	78,852,651	80,604,319	80,333,364	80,673,115	83,193,874	83,924,067	83,466,823	84,331,719	85,661,070	85,382,137	85,673,245	85,809,262	86,062,114
EQUITY																	
Retained Surplus	19,762,086	19,286,325	19,584,657	20,119,082	20,739,627	22,557,080	22,468,669	22,554,418	22,459,414	22,543,429	22,114,502	22,313,763	22,073,608	21,741,722	21,252,417	20,916,019	21,346,340
Reserves - Cash Backed	1,542,991	1,574,151	959,510	1,404,331	1,535,594	924,809	742,265	751,267	867,030	993,208	1,124,891	1,290,525	1,360,032	1,417,985	1,648,398	1,620,813	1,443,344
Revaluation Surplus	50,578,335	50,902,429	50,902,430	50,917,430	56,577,430	57,122,430	57,122,430	57,367,430	59,867,430	60,387,430	60,227,430	60,727,430	62,227,430	62,222,430	62,772,430	63,272,430	63,272,430
TOTAL EQUITY	71,883,412	71,762,905	71,446,597	72,440,843	78,852,651	80,604,319	80,333,364	80,673,115	83,193,874	83,924,067	83,466,823	84,331,719	85,661,070	85,382,137	85,673,245	85,809,262	86,062,114

APPENDIX 5

Statement of Changes in Equity

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RETAINED SURPLUS																
Balance 1 July	19,762,086	19,286,325	19,584,657	20,119,082	20,739,627	22,557,080	22,468,669	22,554,418	22,459,414	22,543,429	22,114,502	22,313,763	22,073,608	21,741,722	21,252,417	20,916,019
Transfer from / (to) Reserve	(31,160)	614,641	(444,821)	(131,262)	610,785	182,544	(9,002)	(115,763)	(126,179)	(131,682)	(165,635)	(69,506)	(57,953)	(230,413)	27,585	177,469
Net Result	(444,601)	(316,309)	979,246	751,808	1,206,668	(270,955)	94,751	20,759	210,194	(297,244)	364,896	(170,649)	(273,933)	(258,892)	(363,983)	252,852
Balance 30 June	19,286,325	19,584,657	20,119,082	20,739,627	22,557,080	22,468,669	22,554,418	22,459,414	22,543,429	22,114,502	22,313,763	22,073,608	21,741,722	21,252,417	20,916,019	21,346,340
CASH BACKED RESERVES																
Balance 1 July	1,542,991	1,574,151	959,510	1,404,331	1,535,594	924,809	742,265	751,267	867,030	993,208	1,124,891	1,290,525	1,360,032	1,417,985	1,648,398	1,620,813
Transfer (from) / to Reserve	31,160	(614,641)	444,821	131,262	(610,785)	(182,544)	9,002	115,763	126,179	131,682	165,635	69,506	57,953	230,413	(27,585)	(177,469)
Balance 30 June	1,574,151	959,510	1,404,331	1,535,594	924,809	742,265	751,267	867,030	993,208	1,124,891	1,290,525	1,360,032	1,417,985	1,648,398	1,620,813	1,443,344
ASSET REVALUATION RESERVE																
Balance 1 July	50,578,336	50,902,430	50,902,430	50,917,430	56,577,430	57,122,430	57,122,430	57,367,430	59,867,430	60,387,430	60,227,430	60,727,430	62,227,430	62,222,430	62,772,430	63,272,430
Changes on Revaluation of Assets	324,093	0	15,000	5,660,000	545,000	0	245,000	2,500,000	520,000	(160,000)	500,000	1,500,000	(5,000)	550,000	500,000	0
Balance 30 June	50,902,429	50,902,430	50,917,430	56,577,430	57,122,430	57,122,430	57,367,430	59,867,430	60,387,430	60,227,430	60,727,430	62,227,430	62,222,430	62,772,430	63,272,430	63,272,430
TOTAL EQUITY																
Balance 30 June	71,762,905	71,446,597	72,440,843	78,852,651	80,604,319	80,333,364	80,673,115	83,193,874	83,924,067	83,466,823	84,331,719	85,661,070	85,382,137	85,673,245	85,809,262	86,062,114
Net Assets as Balance Sheet	71,762,905	71,446,597	72,440,843	78,852,651	80,604,319	80,333,364	80,673,115	83,193,874	83,924,067	83,466,823	84,331,719	85,661,070	85,382,137	85,673,245	85,809,262	86,062,114

APPENDIX 6
Statement of Cash Flows

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES																
RECEIPTS																
Rates	1,161,261	1,154,057	1,203,391	1,245,786	1,320,533	1,399,765	1,483,751	1,572,776	1,667,143	1,733,829	1,803,182	1,875,309	1,931,568	1,989,515	2,049,201	2,110,677
Operating Grants, Subsidies & Contributions	1,124,369	944,683	1,169,366	1,189,424	1,213,362	1,240,920	1,269,141	1,301,597	1,334,998	1,369,376	1,407,886	1,447,605	1,488,576	1,534,230	1,581,422	1,637,394
Fees & Charges	396,324	347,391	237,391	251,634	266,733	282,736	299,701	317,683	336,744	350,213	364,222	378,791	390,155	401,859	413,915	426,332
Service Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Earnings	44,719	32,887	20,199	18,777	23,634	16,402	13,299	15,826	18,141	20,665	26,210	29,937	31,501	36,450	42,210	55,825
Other Revenue	52,104	41,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sub-total	2,778,777	2,520,518	2,640,347	2,715,622	2,834,262	2,949,823	3,075,892	3,217,882	3,367,025	3,484,082	3,611,500	3,741,642	3,851,800	3,972,055	4,096,749	4,240,228
PAYMENTS																
Employee Costs	(1,063,615)	(1,037,859)	(957,124)	(978,404)	(997,849)	(1,019,678)	(1,042,111)	(1,067,969)	(1,094,668)	(1,122,035)	(1,152,717)	(1,184,417)	(1,316,988)	(1,356,309)	(1,396,999)	(1,445,495)
Materials & Contracts	(610,325)	(859,173)	(874,831)	(883,025)	(900,696)	(920,501)	(940,752)	(964,271)	(988,378)	(1,013,087)	(1,040,947)	(1,069,573)	(1,298,985)	(1,337,956)	(1,378,094)	(1,426,328)
Utilities	(54,784)	(64,076)	(65,806)	(67,583)	(69,610)	(71,907)	(74,280)	(77,066)	(79,956)	(82,954)	(86,376)	(89,939)	(93,649)	(97,863)	(102,267)	(107,636)
Interest	(6,372)	(7,519)	(10,805)	(8,148)	(6,809)	(52,649)	(46,445)	(39,900)	(32,993)	(25,704)	(18,010)	(9,984)	(1,952)	0	0	0
Insurance	(131,415)	(143,652)	(146,238)	(148,870)	(151,847)	(155,188)	(158,602)	(162,567)	(166,631)	(170,797)	(175,494)	(180,320)	(185,279)	(190,837)	(196,563)	(203,442)
Other Expenditure	(58,178)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)	(48,370)
Sub-total	(1,924,689)	(2,160,649)	(2,103,173)	(2,134,400)	(2,175,172)	(2,268,294)	(2,310,560)	(2,360,143)	(2,410,996)	(2,462,948)	(2,521,914)	(2,582,603)	(2,945,224)	(3,031,336)	(3,122,293)	(3,231,271)
Net Cash Provided by (Used in) Operating Activities	854,088	359,869	537,174	581,222	659,090	681,530	765,331	857,739	956,029	1,021,135	1,089,586	1,159,039	906,576	940,719	974,456	1,008,957
CASH FLOWS FROM INVESTING ACTIVITIES																
Payments for Development of Land Held for Resale	(174,457)	(30,500)	(50,000)	(25,000)	(200,000)	0	(110,000)	0	(100,000)	0	0	0	0	0	0	0
Payments for Purchase of Property, Plant & Equipment	(250,655)	(744,829)	(1,753,000)	(636,000)	(463,000)	(649,000)	(1,133,000)	(345,000)	(386,000)	(401,000)	(1,228,000)	(749,000)	(560,000)	(570,000)	(510,000)	(1,085,000)
Payments for Construction of Infrastructure	(913,310)	(1,187,973)	(1,304,638)	(2,417,995)	(2,877,995)	(1,193,500)	(782,500)	(1,527,500)	(1,532,500)	(1,077,500)	(982,500)	(1,042,500)	(1,112,500)	(962,500)	(962,500)	(1,395,100)
Grants / Contributions for the Development of Assets	527,827	852,571	2,114,684	1,855,495	2,274,495	911,000	1,245,000	1,086,667	1,161,667	620,000	1,245,000	630,000	780,000	780,000	630,000	1,255,000
Proceeds from Sales (excluding Land)	48,475	94,000	122,000	90,000	86,000	159,000	48,000	70,000	55,000	70,000	45,000	60,000	100,000	100,000	100,000	100,000
Proceeds from Sale of Land	0	0	0	0	0	0	70,000	70,000	70,500	0	100,000	100,000	0	0	0	0
Net Cash Provided by (Used in) Investing Activities	(762,120)	(1,016,731)	(870,954)	(1,133,500)	(1,180,500)	(772,500)	(662,500)	(645,833)	(731,333)	(788,500)	(820,500)	(1,001,500)	(792,500)	(652,500)	(742,500)	(1,125,100)
CASH FLOWS FROM FINANCING ACTIVITIES																
Repayment of Debentures	(38,715)	(54,937)	(85,647)	(116,460)	(89,375)	(91,573)	(93,829)	(96,143)	(98,517)	(100,952)	(103,451)	(88,032)	(56,123)	(57,806)	(59,540)	(61,327)
Repayment of Self Supporting Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Self Supporting Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from New Debentures	160,000	0	310,000	800,000	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash Provided by (Used in) Financing Activities	121,285	(54,937)	224,353	683,540	(89,375)	(91,573)	(93,829)	(96,143)	(98,517)	(100,952)	(103,451)	(88,032)	(56,123)	(57,806)	(59,540)	(61,327)
NET INCREASE (DECREASE) IN CASH HELD	213,253	(711,799)	(109,427)	131,262	(610,785)	(182,544)	9,002	115,763	126,179	131,682	165,635	69,506	57,953	230,413	172,415	(177,470)
Cash at Beginning of Year	2,052,323	2,265,576	1,553,777	1,444,350	1,575,612	964,828	782,284	791,286	907,049	1,033,227	1,164,910	1,330,544	1,400,051	1,458,004	1,688,417	1,860,832
Cash & Cash Equivalents at the end of year	2,265,576	1,553,777	1,444,350	1,575,612	964,828	782,284	791,286	907,049	1,033,227	1,164,910	1,330,544	1,400,051	1,458,004	1,688,417	1,860,832	1,683,363

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APPENDIX 7 Rate Setting Statement

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING ACTIVITIES																
Net Current Assets at 1 July b/fwd - Surplus / (Deficit)	618,593	643,798	574,951	0	0	0	0	0	0	0	0	0	0	0	0	200,000
REVENUE																
Revenue from Operating Activities excluding Rates	1,617,516	1,366,461	1,436,956	1,469,835	1,513,729	1,550,058	1,592,140	1,645,105	1,699,882	1,750,254	1,808,318	1,866,333	1,920,232	1,982,540	2,047,548	2,129,551
Sub-total	1,617,516	1,366,461	1,436,956	1,469,835	1,513,729	1,550,058	1,592,140	1,645,105	1,699,882	1,750,254	1,808,318	1,866,333	1,920,232	1,982,540	2,047,548	2,129,551
EXPENDITURE																
Expenditure from Operating Activities	(3,751,200)	(3,710,611)	(3,747,664)	(3,819,308)	(3,902,089)	(4,131,779)	(4,226,141)	(4,283,789)	(4,318,498)	(4,401,327)	(4,491,604)	(4,542,291)	(4,905,733)	(5,010,947)	(5,090,731)	(5,242,376)
OPERATING ACTIVITIES EXCLUDED																
(Profit) / Loss on Asset Disposals	44,535	24,437	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Movements in Accrued Interest on Debentures	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Movements in Deferred Pensioner Rates (non-current)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Movements in Employee Benefit Provisions (current)	(36,937)	36,936	3,980	0	0	0	0	0	0	0	0	0	0	0	0	0
Movements in Employee Benefit Provisions (non-current)	23,737	(4,870)	1,080	1,099	1,244	1,395	1,426	1,656	1,698	1,740	1,962	2,016	2,071	2,322	2,391	2,873
Depreciation & Amortisation on Assets	1,673,905	1,500,557	1,646,850	1,683,809	1,725,673	1,862,090	1,914,155	1,921,991	1,905,805	1,936,639	1,967,728	1,957,672	1,958,438	1,977,290	1,966,047	2,008,231
Amount attributable to Operating Activities	190,149	(143,292)	(83,847)	(664,564)	(661,443)	(718,235)	(718,420)	(715,037)	(711,114)	(712,694)	(713,596)	(716,270)	(1,024,992)	(1,048,796)	(1,074,745)	(901,720)
INVESTING ACTIVITIES																
Non Operating Grants, Subsidies & Contributions	527,827	852,571	2,114,684	1,855,495	2,274,495	911,000	1,245,000	1,086,667	1,161,667	620,000	1,245,000	630,000	780,000	780,000	630,000	1,255,000
Proceeds from Disposal of Assets	48,475	94,000	122,000	90,000	86,000	159,000	118,000	140,000	125,500	70,000	145,000	160,000	100,000	100,000	100,000	100,000
Purchase of Property, Plant & Equipment	(425,112)	(775,329)	(1,803,000)	(661,000)	(663,000)	(649,000)	(1,243,000)	(345,000)	(486,000)	(401,000)	(1,228,000)	(749,000)	(560,000)	(570,000)	(510,000)	(1,085,000)
Purchase & Construction of Infrastructure	(913,310)	(1,187,973)	(1,304,638)	(2,417,995)	(2,877,995)	(1,193,500)	(782,500)	(1,527,500)	(1,532,500)	(1,077,500)	(982,500)	(1,042,500)	(1,112,500)	(962,500)	(962,500)	(1,395,100)
Amount attributable to Investing Activities	(762,120)	(1,016,731)	(870,954)	(1,133,500)	(1,180,500)	(772,500)	(662,500)	(645,833)	(731,333)	(788,500)	(820,500)	(1,001,500)	(792,500)	(652,500)	(742,500)	(1,125,100)
FINANCING ACTIVITIES																
Repayment of Long Term Borrowings	(38,715)	(54,937)	(85,647)	(116,460)	(89,375)	(91,573)	(93,829)	(96,143)	(98,517)	(100,952)	(103,451)	(88,032)	(56,123)	(57,806)	(59,540)	(61,327)
Repayment of Self Supporting Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from New Debentures	160,000	0	310,000	800,000	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Self Supporting Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfers to Reserves	(165,385)	(4,545)	(709,408)	(271,698)	(62,420)	(31,462)	(103,714)	(147,327)	(126,179)	(156,682)	(165,635)	(113,933)	(77,953)	(300,413)	(192,415)	(38,030)
Transfers from Reserves	134,225	619,186	264,586	140,436	673,205	214,006	94,712	31,564	0	25,000	0	44,427	20,000	70,000	220,000	215,499
Net Cash From Investing Activities	90,125	559,704	(220,468)	552,278	521,410	90,971	(102,831)	(211,906)	(224,695)	(232,635)	(269,085)	(157,539)	(114,076)	(288,219)	(31,956)	116,143
Surplus / (Deficit) before Rates	(481,846)	(500,319)	(1,175,270)	(1,245,786)	(1,320,533)	(1,399,765)	(1,483,751)	(1,572,776)	(1,667,143)	(1,733,829)	(1,803,182)	(1,875,309)	(1,931,568)	(1,989,515)	(1,849,201)	(1,910,677)
Total amounts raised from Rates	1,125,644	1,175,270	1,175,270	1,245,786	1,320,533	1,399,765	1,483,751	1,572,776	1,667,143	1,733,829	1,803,182	1,875,309	1,931,568	1,989,515	2,049,201	2,110,677
30 JUNE C/FWD - SURPLUS / (DEFICIT)	643,798	574,951	0	0	0	0	0	0	0	0	0	0	0	0	200,000	200,000

APPENDIX 8

Net Current Assets	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net Current Assets used in the Statement of Financial Activity																
Current Assets																
Unrestricted Funds	668,129	594,267	40,018	40,018	40,018	40,019	40,019	40,019	40,019	40,019	40,019	40,019	40,019	40,019	240,019	240,019
Restricted Funds	1,597,447	959,510	1,404,331	1,535,594	924,809	742,265	751,267	867,030	993,208	1,124,891	1,290,525	1,360,032	1,417,985	1,648,398	1,620,813	1,443,344
Trade Receivables	106,908	128,121	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Investments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories	8,986	9,144	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Less: Current Liabilities																
Trade and other payables	(163,503)	(156,563)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Current portion of long term borrowings	(54,937)	(71,807)	(85,903)	(116,720)	(89,640)	(91,843)	(94,104)	(96,423)	(98,235)	(101,242)	(103,746)	(71,335)	(56,123)	(57,806)	(59,540)	(61,327)
Provisions	(209,084)	(246,020)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Less: Total Adjustments to Net Current Assets																
Less: Reserves - restricted cash	(1,574,160)	(959,510)	(1,404,331)	(1,535,594)	(924,809)	(742,265)	(751,267)	(867,030)	(993,208)	(1,124,891)	(1,290,525)	(1,360,032)	(1,417,985)	(1,648,398)	(1,620,813)	(1,443,344)
Add: Current portion of long term borrowings	54,928	71,807	85,903	116,720	89,640	91,843	94,104	96,423	98,235	101,242	103,746	71,335	56,123	57,806	59,540	61,327
Add: Employee Provisions	209,084	246,020	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Adjusted net current assets - surplus(deficit)	643,798	574,951	0	0	0	0	0	0	0	0	0	0	0	0	200,000	200,000

APPENDIX 9

Notes to the Statement of Cash Flows

Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash and cash equivalents	2,265,576	1,553,777	1,444,350	1,575,612	964,828	782,284	791,286	907,049	1,033,227	1,164,910	1,330,544	1,400,051	1,458,004	1,688,417	1,860,832	1,683,363
Reconciliation of Net Cash Provided By Operating Activities to Net Result																
Net result	(444,602)	(316,309)	979,246	751,808	1,206,668	(270,955)	94,751	20,759	210,194	(297,244)	364,896	(170,649)	(273,933)	(258,892)	(363,983)	252,852
Non-cash flows in Net result:																
Depreciation	1,673,905	1,500,557	1,646,850	1,683,809	1,725,673	1,862,090	1,914,155	1,921,991	1,905,805	1,936,639	1,967,728	1,957,672	1,958,438	1,977,290	1,966,047	2,008,231
(Profit)/loss on sale of asset	44,535	24,437	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Changes in assets and liabilities:																
(Increase)/decrease in trade receivables	35,617	(21,213)	28,121	0	0	0	0	0	0	0	0	0	0	0	0	0
(Increase)/decrease in inventories	(595)	(158)	(856)	0	0	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in payables	121,866	(6,940)	(6,563)	0	0	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in provisions	(13,200)	32,066	5,060	1,099	1,244	1,395	1,426	1,656	1,698	1,740	1,962	2,016	2,071	2,322	2,391	2,873
(Increase)/decrease in fair value of assets	(35,611)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants contributions for the development of assets	(527,827)	(852,571)	(2,114,684)	(1,855,495)	(2,274,495)	(911,000)	(1,245,000)	(1,086,667)	(1,161,667)	(620,000)	(1,245,000)	(630,000)	(780,000)	(780,000)	(630,000)	(1,255,000)
Net cash from operating activities	854,088	359,869	537,174	581,222	659,090	681,530	765,331	857,739	956,029	1,021,135	1,089,586	1,159,039	906,576	940,719	974,456	1,008,957

Appendix 10
Loan Repayment Schedule

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
LOAN INTEREST REPAYMENTS																	
COUNCIL LOANS																	
<i>Education and Welfare</i>																	
Loan 65 - Independent Living Units	-	-	5,422	4,908	4,385	3,853	3,311	2,759	2,197	1,625	1,043	451	-	-	-	-	-
<i>Transport</i>																	
Loan 63 - Greder	6,372	4,126	2,305	485	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan 66 - Bunmulling Bridge	-	-	-	-	-	46,710	41,392	35,751	29,766	23,416	16,680	9,533	1,952	-	-	-	-
<i>Economic Services</i>																	
Loan 64 - Lot 74 Austral Street	-	3,394	3,078	2,755	2,424	2,087	1,742	1,390	1,030	663	287	-	-	-	-	-	-
TOTAL INTEREST	6,372	7,519	10,805	8,148	6,809	52,649	46,445	39,900	32,993	25,704	18,010	9,984	1,952	-	-	-	-
LOAN PRINCIPAL REPAYMENTS																	
COUNCIL LOANS																	
<i>Education and Welfare</i>																	
Loan 65 - Independent Living Units	-	-	310,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	-	-	28,574	29,087	29,610	30,143	30,685	31,237	31,798	32,370	32,952	33,544	-	-	-	-	-
Principal Outstanding	-	-	281,426	252,339	222,728	192,586	161,901	130,664	98,866	66,496	33,544	-	-	-	-	-	-
<i>Transport</i>																	
Loan 63 - Greder	150,655	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	38,715	40,446	42,266	29,228	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Outstanding	111,940	71,494	29,228	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan 66 - Bunmulling Bridge	-	-	-	800,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	-	-	-	43,013	44,304	45,633	47,002	48,412	49,864	51,360	52,901	54,488	56,123	57,806	59,540	61,327	63,166
Principal Outstanding	-	-	-	756,987	712,683	667,050	620,049	571,637	521,773	470,412	417,512	363,024	306,901	249,095	189,554	128,228	65,061
<i>Economic Services</i>																	
Loan 64 - Lot 74 Austral Street	160,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	-	14,491	14,807	15,130	15,461	15,798	16,143	16,495	16,855	17,222	17,598	-	-	-	-	-	-
Principal Outstanding	160,000	145,509	130,701	115,571	100,110	84,312	68,170	51,675	34,820	17,598	-	-	-	-	-	-	-
Total New Council Loans	310,655	-	310,000	800,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	38,715	54,937	85,647	116,460	89,375	91,573	93,829	96,143	98,517	100,962	103,451	88,032	56,123	57,806	59,540	61,327	63,166
Principal Outstanding	271,940	217,003	441,356	1,124,897	1,035,522	943,948	850,119	753,976	655,459	554,507	451,056	363,024	306,901	249,095	189,554	128,228	65,061
Total All New Loans	310,655	-	310,000	800,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Principal Paid	38,715	54,937	85,647	116,460	89,375	91,573	93,829	96,143	98,517	100,962	103,451	88,032	56,123	57,806	59,540	61,327	63,166
Principal Outstanding	271,940	217,003	441,356	1,124,897	1,035,522	943,948	850,119	753,976	655,459	554,507	451,056	363,024	306,901	249,095	189,554	128,228	65,061

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Appendix 11
Cash Backed Reserves

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ADMIN, IT & OFFICE EQUIPMENT RESERVE																
Opening Balance	17,414	21,068	5,393	5,393	5,463	5,545	5,639	5,735	5,850	5,967	6,086	6,223	6,363	6,506	6,669	6,836
Transfer to Reserve	5,454	0	0	70	82	94	96	115	117	119	137	140	143	163	167	205
Transfer From Reserve	(1,800)	(15,675)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	21,068	5,393	5,393	5,463	5,545	5,639	5,735	5,850	5,967	6,086	6,223	6,363	6,506	6,669	6,836	7,041
EMPLOYEE ENTITLEMENTS RESERVE																
Opening Balance	308,358	303,438	263,438	216,863	219,682	222,977	226,768	230,623	235,235	239,940	219,739	224,683	229,738	234,907	190,780	195,550
Transfer to Reserve	22,810	0	3,425	2,819	3,295	3,791	3,855	4,612	4,705	4,799	4,944	5,055	5,169	5,873	4,770	5,866
Transfer From Reserve	(27,730)	(40,000)	(50,000)	0	0	0	0	0	0	(25,000)	0	0	0	(50,000)	0	0
Balance at 30 June	303,438	263,438	216,863	219,682	222,977	226,768	230,623	235,235	239,940	219,739	224,683	229,738	234,907	190,780	195,550	201,416
HOUSING RESERVE																
Opening Balance	89,482	96,817	53,817	54,517	55,225	56,054	57,007	57,976	59,135	60,318	61,524	62,909	64,324	65,771	67,416	69,101
Transfer to Reserve	7,335	0	700	709	828	953	969	1,160	1,183	1,206	1,384	1,415	1,447	1,644	1,685	2,073
Transfer From Reserve	0	(43,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	96,817	53,817	54,517	55,225	56,054	57,007	57,976	59,135	60,318	61,524	62,909	64,324	65,771	67,416	69,101	71,174
RECREATION & COMMUNITY RESERVE																
Opening Balance	308,217	291,198	30,047	30,438	30,833	31,296	31,828	32,369	33,016	33,677	34,350	35,123	35,913	36,721	37,639	38,580
Transfer to Reserve	13,041	0	391	396	462	532	541	647	660	674	773	790	808	918	941	1,157
Transfer From Reserve	(30,060)	(261,151)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	291,198	30,047	30,438	30,833	31,296	31,828	32,369	33,016	33,677	34,350	35,123	35,913	36,721	37,639	38,580	39,738
REFUSE SITE RESERVE																
Opening Balance	99,864	58,763	43,403	43,967	44,539	45,207	45,975	46,757	47,692	48,646	49,619	50,735	51,877	53,044	54,370	55,729
Transfer to Reserve	2,605	0	564	572	668	769	782	935	954	973	1,116	1,142	1,167	1,326	1,359	1,672
Transfer From Reserve	(43,706)	(15,360)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	58,763	43,403	43,967	44,539	45,207	45,975	46,757	47,692	48,646	49,619	50,735	51,877	53,044	54,370	55,729	57,401
GRAIN FREIGHT RESERVE																
Opening Balance	79,829	81,912	81,912	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	2,083	0	1,065	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	(82,977)	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	81,912	81,912	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 11
Cash Backed Reserves

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
EQUESTRIAN RESERVE																
Opening Balance	5,034	10,166	14,711	19,447	24,327	29,411	34,734	40,254	46,112	52,213	58,565	65,337	72,412	79,799	87,725	96,028
Transfer to Reserve	5,132	4,545	4,736	4,880	5,084	5,323	5,520	5,858	6,101	6,353	6,772	7,074	7,388	7,926	8,302	9,204
Transfer From Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	10,166	14,711	19,447	24,327	29,411	34,734	40,254	46,112	52,213	58,565	65,337	72,412	79,799	87,725	96,028	105,231
ROADS & BRIDGES RESERVE																
Opening Balance	71,603	42,542	42,542	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	1,868	0	553	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	(30,929)	0	(43,095)	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	42,542	42,542	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PLANT & EQUIPMENT RESERVE																
Opening Balance	561,190	664,195	420,195	341,195	205,195	257,195	277,195	187,195	321,195	425,195	539,195	641,195	611,195	604,947	600,070	595,072
Transfer to Reserve	103,005	0	5,463	4,436	52,000	20,000	4,712	134,000	104,000	114,000	102,000	14,427	13,752	15,124	15,002	17,852
Transfer From Reserve	0	(244,000)	(84,463)	(140,436)	0	0	(94,712)	0	0	0	0	(44,427)	(20,000)	(20,000)	(20,000)	(20,000)
Balance at 30 June	664,195	420,195	341,195	205,195	257,195	277,195	187,195	321,195	425,195	539,195	641,195	611,195	604,947	600,070	595,072	592,924
STANDPIPE MAINTENANCE RESERVE																
Opening Balance	2,000	4,052	4,052	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve	2,052	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Reserve	0	0	(4,052)	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance at 30 June	4,052	4,052	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INFRASTRUCTURE RENEWAL RESERVE																
Opening Balance	0	0	0	692,512	950,330	277,125	63,119	150,358	118,794	127,253	155,812	204,320	288,210	336,289	603,728	563,918
Transfer to Reserve	0	0	692,512	257,818	0	0	87,240	0	8,459	28,559	48,508	83,890	48,079	267,440	160,190	0
Transfer From Reserve	0	0	0	0	(673,205)	(214,006)	0	(31,564)	0	0	0	0	0	0	(200,000)	(195,499)
Balance at 30 June	0	0	692,512	950,330	277,125	63,119	150,358	118,794	127,253	155,812	204,320	288,210	336,289	603,728	563,918	368,419
TOTAL RESERVES																
Opening Balance	1,542,991	1,574,151	959,510	1,404,331	1,535,594	924,809	742,265	751,267	867,030	993,208	1,124,891	1,290,525	1,360,032	1,417,985	1,648,398	1,620,813
Transfer to Reserve	165,385	4,545	709,408	271,698	62,420	31,462	103,714	147,327	126,179	156,682	165,635	113,933	77,953	300,413	192,415	38,030
Transfer From Reserve	(134,225)	(619,186)	(254,586)	(140,436)	(673,205)	(214,006)	(94,712)	(31,564)	0	(25,000)	0	(44,427)	(20,000)	(70,000)	(220,000)	(215,499)
TOTAL RESERVES at 30 June	1,574,151	959,510	1,404,331	1,535,594	924,809	742,265	751,267	867,030	993,208	1,124,891	1,290,525	1,360,032	1,417,985	1,648,398	1,620,813	1,443,344

Appendix 12
Key Performance Indicators

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT RATIO																
Current Assets	2,381,470	1,691,042	1,554,350	1,685,612	1,074,828	892,284	901,286	1,017,049	1,143,227	1,274,910	1,440,544	1,510,051	1,568,004	1,798,417	1,970,832	1,793,363
Less Restricted Assets	(1,550,864)	(959,510)	(1,404,331)	(1,535,594)	(924,809)	(742,265)	(751,267)	(867,030)	(993,208)	(1,124,891)	(1,290,525)	(1,360,032)	(1,417,985)	(1,548,398)	(1,620,813)	(1,443,344)
= Net Current Assets	830,606	731,532	150,018	150,018	150,018	150,019	150,019	150,019	150,019	150,019	150,019	150,019	150,019	150,019	350,019	350,019
Divided by Current Liabilities less	427,524	474,390	485,903	516,720	489,540	491,843	494,104	496,423	498,235	501,242	503,746	471,335	456,123	457,806	459,540	461,327
Current Liabilities ass'd with Restricted Assets	(209,084)	(246,020)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
= Net Current Liabilities	218,440	228,370	235,903	266,720	239,540	241,843	244,104	246,423	248,235	251,242	253,746	221,335	206,123	207,806	209,540	211,327
Ratio Target greater than 1.50	3.80	3.20	0.64	0.56	0.63	0.62	0.61	0.61	0.60	0.60	0.59	0.68	0.73	0.72	1.67	1.66
OWN SOURCE REVENUE COVERAGE RATIO																
Total Rates Revenue	1,566,687	1,555,548	1,432,860	1,516,197	1,610,900	1,698,904	1,796,751	1,906,285	2,022,028	2,104,707	2,193,614	2,284,037	2,353,224	2,427,825	2,505,326	2,592,834
Divided by Total Expenses	3,751,200	3,710,611	3,747,664	3,819,308	3,902,089	4,131,779	4,226,141	4,283,789	4,318,498	4,401,327	4,491,604	4,542,291	4,905,733	5,010,947	5,090,731	5,242,376
Ratio Target between 40% and 90%	41.8%	41.9%	38.2%	39.7%	41.3%	41.1%	42.5%	44.5%	46.8%	47.8%	48.8%	50.3%	48.0%	48.5%	49.2%	49.5%
OPERATING SURPLUS RATIO																
Net Operating Result	(444,602)	(316,309)	979,246	751,808	1,206,668	(270,955)	94,751	20,759	210,194	(297,244)	364,896	(170,549)	(273,933)	(258,892)	(363,983)	252,852
Less Non Operating Grants, Subsidies & Contributions	(527,827)	(852,571)	(2,114,684)	(1,855,495)	(2,274,495)	(911,000)	(1,245,000)	(1,086,667)	(1,161,667)	(620,000)	(1,245,000)	(630,000)	(780,000)	(780,000)	(630,000)	(1,255,000)
= Net Operating Surplus	(972,429)	(1,168,880)	(1,135,438)	(1,103,687)	(1,067,827)	(1,181,955)	(1,150,249)	(1,065,908)	(951,473)	(917,244)	(880,104)	(800,549)	(1,053,933)	(1,038,892)	(993,983)	(1,002,148)
Divided by Own Source Revenue	1,566,687	1,555,548	1,432,860	1,516,197	1,610,900	1,698,904	1,796,751	1,906,285	2,022,028	2,104,707	2,193,614	2,284,037	2,353,224	2,427,825	2,505,326	2,592,834
Ratio Target - (five) Between 0% and 15%	-62.07%	-75.14%	-79.24%	-72.79%	-66.29%	-69.57%	-64.02%	-55.92%	-47.06%	-43.58%	-40.12%	-35.05%	-44.79%	-42.79%	-39.67%	-38.65%
DEBT SERVICE COVERAGE RATIO																
Net Operating Result	(444,602)	(316,309)	979,246	751,808	1,206,668	(270,955)	94,751	20,759	210,194	(297,244)	364,896	(170,549)	(273,933)	(258,892)	(363,983)	252,852
Less: Non Operating Grants, Subsidies & Contributions	(527,827)	(852,571)	(2,114,684)	(1,855,495)	(2,274,495)	(911,000)	(1,245,000)	(1,086,667)	(1,161,667)	(620,000)	(1,245,000)	(630,000)	(780,000)	(780,000)	(630,000)	(1,255,000)
Less: Interest Expense & Depreciation	1,680,277	1,508,076	1,657,654	1,691,957	1,732,483	1,914,739	1,960,600	1,961,890	1,938,798	1,962,343	1,985,738	1,967,656	1,960,390	1,977,290	1,966,047	2,008,231
= Operating Surplus before Interest & Depreciation	707,848	339,196	522,217	588,270	664,656	732,784	810,350	895,983	987,325	1,045,099	1,105,634	1,167,007	906,457	938,398	972,064	1,006,084
Divided by Principal and Interest	45,087	62,456	96,452	124,607	96,184	144,223	140,274	136,043	131,510	126,657	121,461	98,017	58,074	57,806	59,540	61,327
Ratio Target between 2.00 - 5.00	15.7	5.4	5.4	4.7	6.9	5.1	5.8	6.6	7.5	8.3	9.1	11.9	15.6	16.2	16.3	16.4
ASSET SUSTAINABILITY RATIO																
Capital Expenditure	1,338,422	1,963,302	3,107,638	3,078,995	3,540,995	1,842,500	2,025,500	1,872,500	2,018,500	1,478,500	2,210,500	1,791,500	1,672,500	1,532,500	1,472,500	2,480,100
Less: New/Upgrade Expenditure	(257,568)	(909,801)	(1,563,666)	(1,638,000)	(1,838,000)	0	(735,000)	(250,000)	(350,000)	(180,000)	(625,000)	0	0	(10,000)	0	(625,000)
Less: Proceeds from Disposal of Renewed Assets	(48,475)	(94,000)	(122,000)	(90,000)	(86,000)	(159,000)	(118,000)	(140,000)	(125,500)	(70,000)	(145,000)	(160,000)	(100,000)	(100,000)	(100,000)	(100,000)
= Renewal / Replacement Capital Expenditure	1,032,379	959,501	1,421,972	1,350,995	1,616,995	1,683,500	1,172,500	1,482,500	1,543,000	1,228,500	1,440,500	1,572,500	1,572,500	1,422,500	1,372,500	1,755,100
Divided by Depreciation Expense	1,673,905	1,500,557	1,646,850	1,683,809	1,725,673	1,862,090	1,914,155	1,921,991	1,905,805	1,936,639	1,967,728	1,957,672	1,958,438	1,977,290	1,966,047	2,008,231
Ratio Target 90% to 120%	61.7%	63.9%	86.3%	80.2%	93.7%	90.4%	61.3%	77.1%	81.0%	63.4%	73.2%	83.3%	80.3%	71.9%	69.8%	87.4%

Appendix 12

Key Performance Indicators

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSET CONSUMPTION RATIO																
Deprec'd Replace'l Cost Assets (Written Down Value)	70,229,678	70,061,116	71,343,404	78,208,590	80,632,912	79,854,322	80,262,667	82,393,177	83,140,872	82,223,233	82,921,006	84,294,833	84,003,895	84,009,106	83,915,589	84,287,427
Divided by Current Replacement Cost	72,279,428	73,949,837	76,919,975	85,518,970	89,493,965	90,977,465	93,129,965	97,322,465	99,805,465	101,024,465	103,589,965	106,821,465	108,488,965	110,471,465	112,343,965	114,724,065
Ratio Target between 50% and 75%	97.2%	94.7%	92.8%	91.5%	90.1%	87.8%	86.2%	84.7%	83.3%	81.4%	80.0%	78.9%	77.4%	76.0%	74.7%	73.5%
ASSET RENEWAL FUNDING RATIO																
Net Present Value of Planned Renewal Expenditure	19,357,168	18,808,731	18,272,562	16,640,804	15,845,429	13,850,084	12,685,014	12,078,369	10,909,544	9,650,817	8,787,413	7,509,793	5,981,409	4,540,994	3,166,187	1,805,386
Divided by NPV of Asset Mgmt Plan Projections	23,478,680	22,451,324	21,568,289	19,801,384	18,887,926	16,795,051	15,754,791	14,684,643	13,314,222	11,908,512	10,505,980	8,906,344	7,260,720	5,583,513	3,787,834	1,954,414
Ratio Target 75% to 110%	82.4%	83.8%	84.7%	84.0%	83.9%	82.5%	80.5%	82.3%	81.9%	81.0%	83.6%	84.3%	82.4%	81.3%	83.6%	92.4%

Appendix 13
Asset Renewal Funding Ratio
Workings & Assumptions

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Planned Asset Renewal																
Land & Buildings	0	220,369	170,000	125,000	120,000	200,000	60,000	100,000	125,000	125,000	350,000	350,000	150,000	150,000	100,000	50,000
Plant & Equipment	167,544	44,000	501,000	526,000	333,000	439,000	438,000	235,000	251,000	86,000	243,000	389,000	400,000	400,000	400,000	400,000
Furniture & Equipment	0	11,825	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Roads	913,310	596,716	862,972	779,995	779,995	1,073,500	782,500	1,082,500	1,082,500	782,500	782,500	792,500	792,500	792,500	792,500	1,025,100
Bridges	0	0	0	0	410,000	0	0	175,000	125,000	275,000	100,000	250,000	150,000	0	0	0
Recreation	0	0	0	0	0	100,000	0	0	0	0	100,000	0	0	0	150,000	350,000
Parks & Ovals	0	0	0	0	50,000	0	0	0	75,000	0	0	0	150,000	150,000	0	0
Other Infrastructure	0	180,591	0	0	0	20,000	0	20,000	0	20,000	0	0	20,000	20,000	20,000	20,000
Sub-total	1,080,854	1,053,501	1,543,972	1,440,995	1,702,995	1,842,500	1,290,500	1,622,500	1,668,500	1,298,500	1,585,500	1,791,500	1,672,500	1,522,500	1,472,500	1,855,100
Required Asset Renewal *																
Land & Buildings	92,995	93,082	101,419	124,397	124,369	148,281	149,793	160,328	162,332	161,625	160,879	174,146	177,929	177,446	176,887	176,338
Plant & Equipment	253,333	252,700	298,114	309,319	324,487	317,741	367,848	375,796	353,593	333,816	370,380	355,441	350,999	344,900	339,290	389,351
Furniture & Equipment	5,145	5,160	4,482	5,377	9,173	9,843	9,071	10,950	10,937	10,761	11,513	11,372	10,907	10,653	11,411	11,290
Roads	1,147,510	985,777	1,070,576	1,076,635	1,071,113	1,122,477	1,122,523	1,116,063	1,120,053	1,171,665	1,165,251	1,157,857	1,150,775	1,172,333	1,165,526	1,158,309
Bridges	121,519	122,000	118,549	116,109	146,498	215,136	212,206	207,903	208,759	207,101	208,426	206,284	217,115	215,989	211,647	207,327
Recreation	31,814	25,770	30,391	29,361	28,145	26,971	30,845	29,766	28,532	27,342	27,200	30,107	29,019	27,814	26,654	31,541
Parks & Ovals	11,243	10,000	10,479	10,029	9,557	9,556	9,126	8,696	8,960	11,944	11,541	9,878	9,359	15,664	21,993	21,288
Other Infrastructure	9,576	6,068	12,840	12,583	12,332	12,085	12,743	12,488	12,639	12,386	12,538	12,587	12,336	12,489	12,639	12,786
Sub-total	1,673,135	1,500,557	1,646,850	1,683,809	1,725,673	1,862,090	1,914,155	1,921,991	1,905,805	1,936,639	1,967,728	1,957,672	1,958,438	1,977,290	1,966,047	2,008,231
Discount Rate	2.75%	2.75%	2.75%	3.29%	3.19%	4.21%	4.06%	3.76%	3.76%	3.76%	3.50%	3.50%	3.50%	3.25%	3.25%	2.75%
Net Present Value (NPV) Calculations																
Planned Asset Renewal	19,357,168	18,808,731	18,272,562	16,640,804	15,845,429	13,850,084	12,685,014	12,078,369	10,909,544	9,650,817	8,787,413	7,509,793	5,981,409	4,540,994	3,166,187	1,805,386
Required Asset Renewal	23,478,680	22,451,324	21,568,289	19,801,384	18,887,926	16,795,051	15,754,791	14,684,643	13,314,222	11,908,512	10,505,980	8,906,344	7,260,720	5,583,513	3,787,824	1,954,414
Ratio	82.45%	83.78%	84.72%	84.04%	83.89%	82.47%	80.52%	82.25%	81.94%	81.04%	83.64%	84.32%	82.38%	81.33%	83.59%	92.37%

* Data subject to change as Asset Management Plan still in draft form

Appendix 14
15 Year Infrastructure Renewal Program
Summary of Capital Projects & Funding Sources

	TOTAL COST	Muni Funds	Grant Funds	Reserves	Loans	Other	Total Funding
Land Held for Resale							
Capital New							
Residential / Rural Residential Subdivisions ¹	210,500	-	-	-	-	210,500	210,500
Industrial / Commercial Subdivisions ²	200,000	-	-	-	-	200,000	200,000
Other	-	-	-	-	-	-	-
Capital Renewal							
Strategic Land Resource Use Planning	75,000	75,000	-	-	-	-	75,000
Cuballing Railway Reserve	20,000	20,000	-	-	-	-	20,000
Other	10,000	10,000	-	-	-	-	10,000
Sub Total	515,500	105,000	-	-	-	410,500	515,500
Land & Buildings							
Capital New							
Independent Living Units	3,097,000	102,232	2,994,768	-	-	-	3,097,000
Other	-	-	-	-	-	-	-
Capital Renewal							
Shire Administration Offices	784,000	784,000	-	-	-	-	784,000
Cuballing Town Hall	170,000	170,000	-	-	-	-	170,000
Cuballing CWA Hall	225,000	225,000	-	-	-	-	225,000
Popanyinning Hall	271,046	271,046	-	-	-	-	271,046
Yormaning Dam	840,323	416,491	423,832	-	-	-	840,323
Other	-	-	-	-	-	-	-
Sub Total	5,387,369	1,968,769	3,418,600	-	-	-	5,387,369
Plant & Equipment							
Capital New							
New Plant Purchases	558,635	558,635	-	-	-	-	558,635
Capital Renewal							
Plant Replacement Program ³	5,085,000	3,344,963	-	444,037	-	1,296,000	5,085,000
Sub Total	5,643,635	3,903,598	-	444,037	-	1,296,000	5,643,635
Furniture & Equipment							
Capital New							
Other	30,000	30,000	-	-	-	-	30,000
Capital Renewal							
IT Upgrades	60,000	60,000	-	-	-	-	60,000
Photocopier	29,075	29,075	-	-	-	-	29,075
Office Equipment	20,000	20,000	-	-	-	-	20,000
Other	42,750	42,750	-	-	-	-	42,750
Sub Total	181,825	181,825	-	-	-	-	181,825
Roads							
Capital New							
Regional Road Group	-	-	-	-	-	-	-
Roads to Recovery	-	-	-	-	-	-	-
Federal Black Spot	-	-	-	-	-	-	-
State Black Spot	1,236,377	375,491	860,886	-	-	-	1,236,377
Commodity Route	-	-	-	-	-	-	-
Council Own Resources	-	-	-	-	-	-	-
Special Projects	-	-	-	-	-	-	-
Capital Renewal							

	TOTAL COST	Muni Funds	Grant Funds	Reserves	Loans	Other	Total Funding
Regional Road Group	8,376,671	2,792,041	5,584,630	-	-	-	8,376,671
Roads to Recovery	3,324,485	-	3,324,485	-	-	-	3,324,485
Commodity Route	682,977	-	682,977	-	-	-	682,977
Council Own Resources	232,600	232,600	-	-	-	-	232,600
Special Projects	300,000	-	300,000	-	-	-	300,000
Sub Total	14,153,110	3,400,132	10,752,978	-	-	-	14,153,110
Bridges							
Capital New	3,276,000	-	2,476,000	-	800,000	-	3,276,000
Capital Renewal	1,485,000	197,225	369,000	918,775	-	-	1,485,000
Sub Total	4,761,000	197,225	2,845,000	918,775	800,000	-	4,761,000
Recreation							
Capital New	-	-	-	-	-	-	-
Capital Renewal	700,000	700,000	-	-	-	-	700,000
Sub Total	700,000	700,000	-	-	-	-	700,000
Parks & Ovals							
New Capital							
Playground Infrastructure	-	-	-	-	-	-	-
Parks & Ovals Infrastructure	-	-	-	-	-	-	-
Capital Renewal							
Playground Infrastructure	225,000	-	225,000	-	-	-	225,000
Parks & Ovals Infrastructure	200,000	-	200,000	-	-	-	200,000
Other	-	-	-	-	-	-	-
Sub Total	425,000	-	425,000	-	-	-	425,000
Other Infrastructure							
Capital New							
Other	-	-	-	-	-	-	-
Capital Renewal							
Cuballing Memorial Park	173,209	173,209	-	-	-	-	173,209
Popanyinning Transfer Station	20,000	20,000	-	-	-	-	20,000
Cuballing Transfer Station	32,382	32,382	-	-	-	-	32,382
Other	95,000	90,948	-	4,052	-	-	95,000
Sub Total	320,591	316,539	-	4,052	-	-	320,591
TOTAL CAPITAL PROGRAM	32,088,030	10,773,087	17,441,578	1,366,864	800,000	1,706,500	32,088,030

Breakdown of Other Funding Sources

- 1 Proceeds from sale of Residential/Rural Residential blocks \$210,500
- 2 Proceeds from sale of Industrial/Commercial blocks \$200,000
- 3 Proceeds from sale of plant & equipment \$1,298,000

15 Year Infrastructure Renewal Program
Reconciliation of Non Current Asset Movements

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INFRASTRUCTURE RENEWAL PROGRAM																
PROPERTY, PLANT & EQUIPMENT																
Opening Balance	7,557,737	8,231,463	8,888,356	10,584,356	12,355,356	13,427,356	13,917,356	15,192,356	15,397,356	16,252,856	16,433,856	17,516,856	18,105,856	18,560,856	19,580,856	19,990,856
Accumulated Depreciation	(551,072)	(902,545)	(1,253,487)	(1,657,501)	(2,096,595)	(2,554,623)	(3,030,488)	(3,557,201)	(4,104,275)	(4,631,137)	(5,137,339)	(5,680,111)	(6,221,070)	(6,760,905)	(7,293,904)	(7,821,492)
Sub-total	7,006,665	7,328,918	7,634,869	8,926,855	10,258,761	10,872,733	10,886,868	11,635,155	11,293,081	11,621,719	11,296,517	11,836,745	11,884,786	11,799,951	12,286,952	12,169,364
Asset Revaluations	324,093	-	15,000	1,200,000	495,000	-	150,000	-	495,000	(150,000)	-	-	(5,000)	550,000	-	-
Assets Capitalised under \$5,000	(10,438)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions																
- Capital New	257,568	499,135	1,122,000	0	200,000	-	735,000	-	100,000	180,000	625,000	0	0	10,000	-	625,000
- Capital Renewal	167,544	276,194	681,000	661,000	463,000	649,000	508,000	345,000	386,000	221,000	603,000	749,000	560,000	560,000	510,000	460,000
Net Book Value of Assets Disposed	(65,041)	(118,436)	(122,000)	(90,000)	(86,000)	(159,000)	(118,000)	(140,000)	(125,500)	(70,000)	(145,000)	(160,000)	(100,000)	(100,000)	(100,000)	(100,000)
Depreciation	(351,473)	(350,942)	(404,014)	(439,093)	(458,028)	(475,865)	(526,713)	(547,074)	(526,862)	(506,202)	(542,772)	(540,959)	(539,835)	(532,999)	(527,588)	(576,979)
Sub-total	7,328,918	7,634,869	8,926,855	10,258,761	10,872,733	10,886,868	11,635,155	11,293,081	11,621,719	11,296,517	11,836,745	11,884,786	11,799,951	12,286,952	12,169,364	12,577,385
Proceeds from Sale of Property, Plant & Equipment	48,475	94,000	122,000	90,000	86,000	159,000	118,000	140,000	125,500	70,000	145,000	160,000	100,000	100,000	100,000	100,000
Book Value of Property, Plant & Equipment Disposed	70,786	118,436	122,000	90,000	86,000	159,000	118,000	140,000	125,500	70,000	145,000	160,000	100,000	100,000	100,000	100,000
Profit / (Loss) on Property, Plant & Equipment	(22,311)	(24,436)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INFRASTRUCTURE																
Opening Balance	63,152,956	64,047,965	65,235,938	66,540,576	73,418,571	76,346,566	77,540,066	78,417,566	82,445,066	84,002,566	85,070,066	86,552,566	89,095,066	90,207,566	91,170,066	92,632,566
Accumulated Depreciation	-	(1,321,662)	(2,471,277)	(3,714,112)	(4,958,828)	(6,226,473)	(7,612,698)	(9,000,140)	(10,375,056)	(11,753,998)	(13,184,435)	(14,609,392)	(16,026,105)	(17,444,708)	(18,888,998)	(20,327,457)
Sub-total	63,152,956	62,726,303	62,764,661	62,826,464	68,459,743	70,120,093	69,927,368	69,417,426	72,070,010	72,248,567	71,885,630	71,943,174	73,068,961	72,762,858	72,281,068	72,305,109
Asset Revaluations	-	-	-	4,460,000	50,000	-	95,000	2,500,000	25,000	(10,000)	500,000	1,500,000	-	-	500,000	-
Assets Capitalised under \$5,000	(18,301)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisitions																
- Capital New	0	410,666	441,666	1,638,000	1,638,000	0	0	250,000	250,000	0	0	0	0	0	0	0
- Capital Renewal	913,310	777,307	862,972	779,995	1,239,995	1,193,500	782,500	1,277,500	1,282,500	1,077,500	982,500	1,042,500	1,112,500	962,500	962,500	1,395,100
Disposal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	(1,321,662)	(1,149,615)	(1,242,835)	(1,244,716)	(1,267,645)	(1,386,224)	(1,387,442)	(1,374,916)	(1,378,942)	(1,430,437)	(1,424,956)	(1,416,713)	(1,418,603)	(1,444,290)	(1,438,459)	(1,431,252)
Sub-total	62,726,303	62,764,661	62,826,464	68,459,743	70,120,093	69,927,368	69,417,426	72,070,010	72,248,567	71,885,630	71,943,174	73,068,961	72,762,858	72,281,068	72,305,109	72,268,957
TOTAL NET ASSETS	70,055,221	70,399,530	71,753,318	78,718,504	80,992,826	80,814,236	81,052,581	83,363,091	83,870,286	83,182,147	83,779,919	84,953,747	84,562,809	84,568,020	84,474,473	84,846,341

9.2.9	Shire of Cuballing Corporate Business Plan Strategic Community Plan 2020-2024
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Applicant:	N/A
File Ref. No:	ADM239
Disclosure of Interest:	Nil
Date:	12 th June 2020
Author:	Gary Sherry
Attachments:	9.2.9A Shire of Cuballing Corporate Business Plan Strategic Community Plan 2020-2024

Summary

Council is to consider adopting a hire of Cuballing's Corporate Business Plan 2020-2024 (CBP) as Council's four year planning document, aligning to the Shire of Cuballing's Community Strategic Plan 2017-2027.

Background

The Corporate Business Plan is a key component of the Integrated Planning and Reporting Framework requirements that were introduced in 2013. The intent of the Integrating Planning and Reporting Framework is to ensure improved strategic, financial and asset management planning across Western Australian Local Governments.

The Shire of Cuballing's updated 2017-2027 Community Strategic Plan was adopted by Council at the November 2020 Ordinary Council Meeting.

Comment

The Local Government Act 1995 (LGA) Section 5.56 "Planning for the Future" requires a local government to plan for the future of the district and to make plans in accordance with the regulations. These regulations require all local governments in Western Australia to develop and adopt a Strategic Community Plan and a Corporate Business Plan, supported by informing strategies including Workforce, Asset Management and Long Term Financial plans.

These plans drive the development of each local government's annual budget and through a process of continuous improvement, local governments should be better able to plan for and meet the needs of their communities.

The Integrated Planning and Reporting Framework is designed to ensure more effective delivery of the local government's strategic intentions, and to provide a process to:

- Ensure community input is explicitly and reliably generated;
- Inform the long-term objectives of the local government with these inputs;
- identify the resourcing required to deliver against the long-term objectives; and
- Clearly articulate the long term financial implications and strategies.

The Shire of Cuballing has not previously adopted a Corporate Business Plan.

Strategic Implications

Shire of Cuballing Strategic Community Plan 2017-2027

GOVERNANCE & ORGANISATION - Our Council, Services, Policies and Engagement.
Goals

- Building the organisation and managing its structure, finances and assets in a sustainable manner.

	Strategy	Outcome
4.1	Councillors provide strong and visionary leadership.	A clear direction for the future.

Statutory Environment

Council must comply with the statutory requirements of the Integrated Planning and Reporting Framework.

Local Government Act 1995

Section 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.

Local Government (Administration) Regulations 1996

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

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to —
 - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
 - (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
 - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long term financial planning.
- (4) A local government is to review the current corporate business plan for its district every year.
- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
- (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.

*Absolute majority required.

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

Policy Implications – Nil

Financial Implications

The Shire of Cuballing's Corporate Business Plan 2020-2024 is a key driver for the annual budget and the long term financial plan. This linkage ensures the community priorities are adequately funded.

Council allocated \$20,000 to complete preparation of the IPRF documents in their 2019/20 Budget and appointed LG Corporate Solutions to complete the task in February 2020.

Economic Implication

The preparation of the IPRF documents will establish the long term financial planning from the Community Strategic Plan for projects and service expectations.

Social Implication

The preparation of the IPRF documents will establish the long term financial planning from the Community Strategic Plan for the communities' projects and service expectations.

Environmental Considerations

The preparation of the IPRF documents will establish the long term financial planning from the Community Strategic Plan for environmental activities.

Consultation – Nil

Options

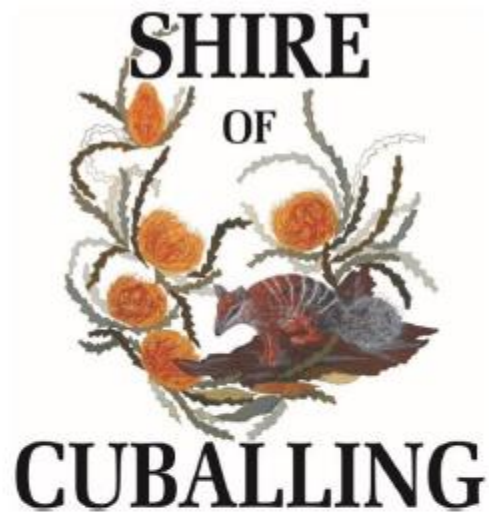
Council may resolve:

1. the Officer's Recommendation; or
2. to adopt the Corporate Business Plan included at Attachment 9.2.8A with minor amendment; or
3. to defer consideration of this matter to obtain additional information or advice on identified areas of the Corporate Business Plan included at Attachment 9.2.8A.

Voting Requirements – Absolute Majority

OFFICER'S RECOMMENDATION:

That Council adopt the Shire of Cuballing Corporate Business Plan 2020-2024 included at Attachment 9.2.9A.



Corporate Business Plan 2020-2024

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Introduction

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. The minimum requirement of the plan for the future is the development of a Strategic Community Plan and a Corporate Business Plan.

Under Local Government (Administration) Regulations 1996 Regulation 19DA (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.

In the preparation of the annual budget the local government is to have regard to the contents of the Plan for the Future in terms of Section 6.2(2) of the Local Government Act 1995.

This Corporate Business Plan 2020-2024, together with the Strategic Community Plan 2017-2027, is the Shire of Cuballing's Plan for the Future and has been prepared to achieve compliance with the Local Government (Administration) Regulations 1996.

Development of the Plan has also been influenced by the Department of Local Government and Communities Framework and Guidelines for Integrated Planning and Reporting.

In accordance with statutory requirements the Corporate Business Plan is reviewed and updated annually. The review of this Plan occurred following the decision of Council to review and align other integrated documents with the Strategic Community Plan.

The Shire will ensure that the CBP is reviewed and amended in collaboration with the setting of the annual budget in accordance with Regulation 19DA(4) of the Local Government (Administration) Regulations 1996. Through the annual budgeting process, actions may be reprioritised according to the resources, assets and finances available. This results in the CBP being a dynamic four year plan that adapts to the changes in the environment in which the local government operates.

Key Documents

The core components of the Integrated Planning and Reporting Framework consist of the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Asset Management Plans, Workforce Plans, Issue & Area Specific Plans and the Annual Budget. Below is an outline of the Integrated Planning and Reporting Cycle;



Strategic Community Plan

The community had a strong involvement and voice in the development of the Shire's Strategic Community Plan 2017-2027. Commencing at the beginning of 2016, the community were invited to share their aspirations for the future of the Shire of Cuballing and the Strategic Community Plan has subsequently been reviewed and updated to reflect the community aspirations. The plan is one of many tools that will guide the future direction of our Shire and has a strong emphasis on our community's aspirations and goals.

Corporate Business Plan

This document is responsible for translating the strategic direction of the Shire articulated within the Shire of Cuballing's Strategic Community Plan 2017-2027.

Achieving the community's aspirations and goals requires development of these strategies contained within the Strategic Community Plan. Due to the limitation of financial resources, careful operational planning and prioritisation is required to implement these strategies. This planning process is formalised in this Corporate Business Plan and puts the Strategic Community Plan into action via the Annual Budget.

The Corporate Business Plan 2020-2024 will be reviewed annually to assess the progress of projects and realign actions and priorities with current information and available funding. Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability.

Long Term Financial Plan

The Long Term Financial Plan highlights the Shire's capacity to deliver on the goals and aspirations identified in the Strategic Community Plan and Corporate Business Plans. It projects financial information beyond the course of the Corporate Business Plan to cover operations for 10 years and to provide an indicative position of financial sustainability in the forward years.

It provides information necessary to assess resourcing requirements to achieve long term community objectives in a financially sustainable manner. The assumptions are estimates only and provide an overview of possible outcomes. Changes in the Shire's operations may result in changes to the Corporate Business Plan requiring the Long Term Financial Plan to be constantly updated.

Annual Budget

The annual budgeting process is driven by the strategic and business planning activities of the Shire, while its timing and execution is informed through legislation, namely, the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996. The budget process is reviewed annually and triggers updates to the Corporate Business Plan and other associated Plans.

Workforce Plan

The Workforce Plan details our resources required to deliver the Strategic Community Plan and the strategies to be implemented to address the challenges facing our workforce. The Workforce Plan provides a strategic approach to addressing current and future needs in the organisation. The objectives of the Workforce Plan are to identify critical skills and positions within the organisation, gaps between our current and future workforce, internal and external challenges facing our workforce and strategies to address these gaps to mitigate risks in addressing these challenges.

Asset Management Plan

The Asset Management Plan identifies the status of the Shire's infrastructure assets. The Asset Management Plan identifies the required asset renewals in order to maintain and/or increase the Shire's level of service to the community. The plan spans 10 years with the first four years being contained within the Corporate Business Plan.

A whole of life approach is taken to operational, maintenance, renewal and acquisition plans and funding levels ensuring that assets that deliver the required levels of service are identified and reported.

Levels of service and risks are considered in the development of operational, maintenance, renewal, acquisition plans and the performance of assets are measured and reported as appropriate.

Risk Management

The Shire has in place a Risk Framework which follows the International Standard for Risk Management AS/NZS ISO31000:2009. The framework is proactive to ensure the quality of service delivery is not adversely affected. Risk management is integrated into our business planning process to ensure any exposure to risk is minimised.

Service Delivery

The Shire of Cuballing delivers services to its community in line with four key Aspirations set out within the Strategic Community Plan. Each of the four Aspirations has a set of accompanying Goals which Council is aiming to achieve over the period of implementing the Strategic Community Plan.

The Corporate Business Plan identifies the actions required to achieve the goals and priorities identified in the Strategic Community Plan. The following table outlines the Aspirations and Goals addressed within the Corporate Business Plan;

Aspirations	Goals
SOCIAL Our Community, Neighbourhoods, Recreation & Culture	<ul style="list-style-type: none"> ➤ A healthy & caring community which has strong support for all ages and abilities ➤ A safe community where residents feel secure and comfortable at home, work and play ➤ A healthy community engaging in positive and rewarding lifestyles with access to recreational and leisure opportunities ➤ A vibrant community, enjoying access to a wide range of quality arts and cultural activities
ENVIRONMENT Our Environment, Resource Management & Services	<ul style="list-style-type: none"> ➤ Valuing our unique environment and ensuring the natural resources within the Shire are recognised as an important asset and managed in a sustainable manner ➤ Recognising the environmental and recreational value of Council reserves, and managing them in a way that will preserve them for future generations to enjoy ➤ Aiming for the equitable and sustainable development of land within the Shire of Cuballing that provides a genuinely desirable lifestyle ➤ Managing waste and recycling in a manner that is environmentally sustainable and meets the expectations of the community
ECONOMY Our Economy, Infrastructure, Systems & Services	<ul style="list-style-type: none"> ➤ Community infrastructure and services delivered in a timely manner, are well utilised, effective and meet the expectations of the community ➤ Transport systems that are functional, efficient, economical and safe, coupled with continuous improvement to meet the safety and amenity needs of the community ➤ Managing community assets in a whole of life and economically sustainable manner ➤ Promoting sustainable and diverse economic development opportunities that make the Shire of Cuballing an attractive place to live, work and visit
GOVERNANCE & ORGANISATION Our Council, Services, Policies & Engagement	<ul style="list-style-type: none"> ➤ An independent Council that is supported by an excellent organisation ➤ Governance structures that ensure accountable, transparent and ethical decision making ➤ Building the organisation and managing its structure, finances and assets in a sustainable manner ➤ A Council that proactively engages with all elements of its community to make decisions that reflect positively on the future of the Shire of Cuballing

Our Challenge

The Corporate Business Plan aligns with goals identified in the Strategic Community Plan. The goals contain aspirations and objectives with performance measures which help to evaluate our progress in realising our vision.

The Shire cannot immediately achieve all of the Community's aspirations and priorities need to be established. Similarly, the Shire cannot afford to pay for everything on its own and the Corporate Business Plan helps to map out steps on how we will progress towards achieving these aspirations and goals over the next four years.

Some of the challenges our community face include;

Bettering our Community

Having a well connected, inclusive, safe and vibrant community is important. We will invest in community assets such as parks, playgrounds, cultural events and sporting facilities.

Maintaining Community Facilities

As our existing infrastructure ages, new community facilities and upgrades will be needed. Multi-purpose facilities which meet a variety of community groups needs and will optimise the Shire's expenditure on new buildings. By making smart investments in certain infrastructure now in a carefully planned and staged way, we can put in place the assets we need for the long term and avoid a backlog of expensive work in the next 20 – 30 years.

Maintaining our Assets

The Shire has assets with a replacement value of \$72 million and maintaining these assets is a priority. A significant portion of this value is allocated to the road network. There is increasing pressure on our road network and with the continued development in the region, our asset management planning will help determine the best time to invest in renewing and upgrading road and other infrastructure. This will ensure we get the most out of our assets and only spend when we need to, not before.

Supporting our Local Economy

Look to create new opportunities for people to live and work locally through the development of a diverse range of commercial and industrial activities.

Sustain Service Delivery in an Affordable Way

Growth creates increasing demands on Shire services, our existing roads and community facilities like recreational grounds, playgrounds and parks. The Shire will be innovative as it reviews how services are delivered and implement best practice to maintain service standards and keep costs to a minimum.

Opportunities to Develop Alternative Revenue Streams, Less Pressure on Rates

The Shire will pursue alternate revenue opportunities with the view to increase non-rates revenue generation. This will help meet a broader range of community group needs, whilst providing increased financial capacity and sustainability for the Shire.

Our Priorities

Shire Amenities and Lifestyle

The Shire's facilities must be suitable for our residents and provide a safe enjoyment for our residents and community groups. Our assets and infrastructure will be managed to allow for a growing population.

Strong Community Groups, Clubs and Organisations

We will promote and support our community groups, clubs and organisations to be sustainable and independent. They create a strong sense of community and encourage social connections, health and wellbeing.

Our Natural Areas

We will protect, preserve and promote our natural environment and places of cultural significance.

Integrated Transport Network

The Shire will have well-designed and maintained roads which are safe and accessible.

Range of Different Lifestyle Options

We will work to ensure a variety of options are available to accommodate different lifestyle options through the development of residential and rural residential land within our Shire.

Balance our Books

Each year the Shire aims for a balanced budget, with any additional surplus used to fund new projects and repaying loans borrowed for new infrastructure. The Shire's finances will target the seven financial ratios which comprise the Local Government's Financial Health Indicator within our Long Term Financial Plan. Our performance will consider other factors including the range of services offered, the efficiency of services delivered and community satisfaction.

Govern Effectively

We will carry out effective leadership which focuses on our community's vision for the Shire's future. Our decision making is to be transparent and supported by sound underlining policies.

Key Projects

The Shire of Cuballing has several infrastructure projects in the investigative phases of development. A number of these projects are subject to external funding, government support and the Shire's resource capacity within the Long Term Financial Plan. The aim of these infrastructure projects is to stimulate economic development and activate Shire facilities for the benefit of the community.

Aged Independent Living Units

The Shire are committed to providing quality accommodation to allow people to continue to reside within our community. Currently in the process of constructing four independent living units, the Shire sees further opportunity to expand on this initial development and create additional housing to help accommodate the increased number of residents over 65 years of age, as identified in the last census.

Road Infrastructure Renewal Program

The Shire recognises our road infrastructure as essential to driving economic development. We are committed to maintaining and improving our current road infrastructure and significant funds have been allocated to ensure this continues in the foreseeable future. Many of the projects are linked to varying funding sources. None more so than the Bunmulling Bridge, where funding applications are currently in place to construct a new bridge in the vicinity of \$3.3m.

Cuballing Rail Reserve

A popular stop for passing traffic, the Shire will be looking to make improvements to the current amenities. The project will form part of the town beautification, as well as encouraging travellers and locals to stop and take in the history on offer at the rail reserve.

Yornaning Dam

In recent years the Shire has been successful in obtaining a range of grant funding to improve the environment and amenities at this popular recreational area. The Shire will continue to explore such funding opportunities as we continually look to improve walk trails, shelters and other facilities to attract and retain people to the area.

Short Term Tourism Accommodation

The Shire of Cuballing is working with key stakeholders to expand on tourism accessibility through the introduction of short term accommodation. The accommodation will be designed to encourage travellers to stay for a night or two in the district as they embark on some of the sights and rich history the Shire has to offer.

Francis Street, Popanyinning

Francis Street is the most visible streetscape in the Shire to travellers and is the centre of the Popanyinning townsite for local residents. The Shire will continue to develop the facilities and infrastructure in Francis Street to encourage travellers to stop and residents to gather in the open spaces adjoining the street.

Accessibility

The Shire is committed to ensure everyone has the same opportunities to participate in every aspect of life to the best of their abilities. As part of the ongoing commitment to implementing the Shire's Access & Inclusion Plan, funds have been allocated to undertake works to ensure the Shire Administration and Cuballing Agricultural Hall are accessible.

Cuballing Agricultural Hall

Built in 1912, the Cuballing Agricultural Hall is a local icon. Still available to the public for hire, the Shire will actively pursue funding partners to help maintain and utilise the facilities for many years to come.

Cuballing CWA Hall

Steeped with great local historical significance, the existing building was built in 1898 in its current form before housing the Cuballing Roads Board in 1903. The Roads Board was later transformed into the Shire Office until the mid 1970's. The Cuballing CWA became the new occupants in 1979 and they have been there ever since. The Shire plans to undertake works on the building in the coming years as part of its overall plan to meet the required infrastructure needs.

Measuring Success

The aim of the Corporate Business Plan 2020-2024 is to align the community's visions and aspirations for the future of the Shire of Cuballing to the community's aspirations identified in the Shire's Strategic Community Plan 2017-2027. These objectives will be measured by both quantifiable and non-quantifiable outcomes.

As part of the formulation of the Corporate Business Plan, the community was asked to provide feedback on the level of importance and satisfaction with the services the Shire provides.

Key performance measures provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The measures for each objective are provided in the table below.

Aspirations	Measures of Success
Our Community, Neighbours, Recreation & Culture	Community Satisfaction Surveys Number of Community Events Aged Living Units Occupancy Rates Disability Access & Inclusion Plan
Our Environment, Resource Management & Services	Community Satisfaction Surveys Volumes of waste & landfill Number of water initiatives Compliance with licence conditions
Our Economy, Infrastructure, Systems & Services	Community Satisfaction Surveys Visitors to the Shire Asset renewal funding ratio meets required standard Asset sustainability ratio meets required standard Asset consumption ratio meets required standard Debt service ratio meets required standard Adherence to local planning scheme and strategy
Our Council	Community Satisfaction Surveys Adherence to compliance and statutory requirements Current ratio meets required standard Rates coverage ratio meets required standard Operating surplus ratio meets required standard Staff Exit Surveys

Forecast Statement of Funding

The following Forecast Statement of Funding is data extracted from the Long Term Financial Plan to provide an indication of the net funding available from operational activities. The forecast statement should be read in conjunction with the full Long Term Financial Plan and its underlying assumptions and predictions.

	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenue				
Rates - General	1,175,270	1,245,786	1,320,533	1,399,765
Operating grants, subsidies and contributions	1,169,366	1,189,424	1,213,362	1,240,920
Fees and charges	237,391	251,634	266,733	282,736
Interest earnings	20,199	18,777	23,634	16,402
Other revenue	10,000	10,000	10,000	10,000
Sub Total	2,612,226	2,715,622	2,834,262	2,949,823
Expenditure				
Employee costs	(962,184)	(979,503)	(999,093)	(1,021,073)
Materials and contracts	(867,412)	(883,025)	(900,686)	(920,501)
Utility charges (electricity, gas, water etc.)	(65,806)	(67,583)	(69,610)	(71,907)
Depreciation on non-current assets	(1,646,850)	(1,683,809)	(1,725,673)	(1,862,090)
Interest expense	(10,805)	(8,148)	(6,809)	(52,649)
Insurance expense	(146,238)	(148,870)	(151,847)	(155,188)
Other expenditure	(48,370)	(48,370)	(48,370)	(48,370)
Sub Total	(3,747,664)	(3,819,308)	(3,902,089)	(4,131,779)
Funding Position Adjustments				
Add back Depreciation	1,646,850	1,683,809	1,725,673	1,862,090
Movement in Employee Benefit Provisions	5,060	1,099	1,244	1,395
Net Funding from Operational Activities	1,651,910	1,664,909	1,726,917	1,863,485
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Non-operating grants, subsidies and contributions	2,114,684	1,855,495	2,274,495	911,000
Proceeds from Disposal of Assets	122,000	90,000	86,000	159,000
Outflows				
Purchase of Property, Plant & Equipment	(1,803,000)	(861,000)	(663,000)	(649,000)
Purchase of Infrastructure	(1,304,638)	(2,417,995)	(2,877,995)	(1,193,500)
Net Funding from Capital Activities	(870,954)	(1,133,500)	(1,180,500)	(772,500)
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Proceeds from Borrowings	310,000	800,000	0	0
Proceeds from Self Supporting Loans	0	0	0	0
Transfer from Reserves	264,586	140,436	673,205	214,006
Outflows				
Repayment of Borrowings	(85,647)	(116,460)	(89,375)	(91,573)
Repayment of Self Supporting Loans	0	0	0	0
Transfer to Reserves	(709,408)	(271,698)	(62,420)	(31,462)
Net Funding from Financing Activities	(220,468)	552,278	521,410	90,971
Estimated Opening Surplus / (Deficit)	574,951	0	0	0
Estimated Closing Surplus / (Deficit)	0	0	0	0

Priorities and Planning

This section identifies the actions required to achieve the goals and priorities identified in the Strategic Community Plan. The guiding principle of the Shire is to implement our plans to ensure goals are achieved in a sustainable manner, and importantly, within our resourcing capability.

The following themes from the Strategic Community Plan will be a priority of this Corporate Business Plan:

1. SOCIAL – Our Community, Neighbours, Recreation & Culture
2. ENVIRONMENT – Our Environment, Resource Management & Services
3. ECONOMY – Our Economy, Infrastructure, Systems & Services
4. GOVERNANCE & ORGANISATION – Our Council, Services, Policies & Engagement

The tables on the following pages detail future actions to be undertaken for each strategy to deliver services to the community. Prioritisation of the actions is reflected by the circle indicating when the action is planned to be undertaken. This prioritisation guides the delivery of services, as part of the implementation of the actions.

Aspiration – Our Community, Neighbourhoods, Recreation & Culture

Goal 1 – A healthy and caring community which has strong support for all ages and abilities

Create a vibrant social environment that is accessible and inclusive for all ages and abilities

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
1.1.1	Promoting activities for our seniors, youth and community	●	●	●	●	●	No. of events
1.1.2	Encouraging active participation in all community events	●	●	●	●	●	No. of participants
1.1.3	Review & Implementation of the Disability Access & Inclusion Plan	●	●	●	●	●	Adhere with Statutory Requirements

Facilitate improved access to health and welfare programs and education opportunities

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
1.1.4	Support the delivery of accessible medical services and other associated health & lifestyle providers in our region	●	●	●	●	●	Annual community satisfaction surveys
1.1.5	Design & Construct 4 Independent Living Units	●					Completion of Units
1.1.6	Promote, utilise & maintain lifestyle accommodation units		●	●	●	●	Occupancy Rates
1.1.7	Support the provision of primary, secondary and vocational opportunities in our region	●	●	●	●	●	Annual community satisfaction surveys

Goal 2 – A safe community where residents feel secure and comfortable at home, work & play

Create and maintain a safe environment for the community

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
1.2.1	Partner with local police, health and emergency services in a Local Emergency Management Committee (LEMC) to facilitate community safety programs and initiatives	●	●	●	●	●	Adhere with Statutory Requirements
1.2.2	Manage bushfire risk in the Shire by maintaining strong, well resourced, volunteer bushfire brigades and consistent communication with the community	●	●	●	●	●	No. of fire brigade volunteers

Manage environmental health risks in the Shire

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
1.2.3	Support and promote sustainable farming & business practises	●	●	●	●	●	Adhere with Statutory Requirements

Goal 3 – A healthy community engaging in positive and rewarding lifestyles with access recreational and leisure opportunities

Encourage and support volunteers and community groups

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
1.3.1	Supporting our volunteers and encouraging active participation within the community	●	●	●	●	●	No. of participants

Provide and promote sport, recreation and leisure facilities and programs

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
1.3.2	Continue to provide community facilities and ensure the best use of community infrastructure	●	●	●	●	●	Implementation of Asset Management Plan
1.3.3	Encourage participation of sport, recreation and leisure activities within the community	●	●	●	●	●	Facility usage rates

Goal 4 – A vibrant community, enjoying access to a wide range of quality arts and cultural activities

Create a vibrant built environment that is accessible & inclusive and reflects the Shire's identity and local heritage

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
1.4.1	Encouraging active participation in all community events	●	●	●	●	●	No. of participants
1.4.2	Maintain & enhance existing historical infrastructure	●	●	●	●	●	Implement Asset Management Plan
1.4.4	Support tourism & information services in our region	●	●	●	●	●	No. of visitors

Support local arts and cultural activities

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
1.4.5	Support and encourage community arts & culture	●	●	●	●	●	No. of events & activities
1.4.6	Liaise with local cultural groups	●	●	●	●	●	Annual community satisfaction surveys

Aspiration – Our Environment, Resource Management & Services

Goal 1 – Valuing our unique environment and ensuring the natural resources within the Shire are recognised as an important asset and managed in a sustainable manner

Protect, restore and enhance the Shire's natural assets

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
2.1.1	Support and promote environmental management practises	●	●	●	●	●	Adhere with Statutory Requirements

Educate the community on ways to use our environment responsibly and build environmental awareness

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
2.1.2	Support and promote awareness of environmental management practises	●	●	●	●	●	No. of programs

Goal 2 – Recognising the environmental and recreational value of Council reserves, and managing them in a way that will preserve them for future generations to enjoy

Plan for and adapt to changes in our climate and the impacts of increased water and energy vulnerability

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
2.2.1	Efficient use of water resources within the Shire	●	●	●	●	●	Water usage rates
2.2.2	Advocate for renewable energy opportunities in the region	●	●	●	●	●	No. of potential partnerships initiated

Goal 3 – Aiming for the equitable and sustainable development of land within the Shire of Cuballing that provides a genuinely desirable lifestyle

Supporting the development of diverse housing and land options

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
2.3.1	Ensure there are adequate land options available for residential, commercial and industrial purposes	●	●	●	●	●	Adherence to local planning scheme and strategy
2.3.2	Development of Residential, Commercial & Industrial Land	●	●	●	●	●	No. of new development approvals

Provide equitable access for all users to our environment while balancing the protection of natural assets

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
2.3.3	Work with stakeholders to facilitate tourism activities	●	●	●	●	●	No. of initiatives
2.3.4	Provide access to natural tourism facilities	●	●	●	●	●	No. of visitors
2.3.5	Promote, utilise, maintain & improve the facilities at Yomaning Dam	●	●	●	●	●	Facility usage rates
2.3.6	Support sustainable water practices leading into the Hotham River catchment area	●	●	●	●	●	Annual community satisfaction surveys

Goal 4 - Managing waste and recycling in a manner that is environmentally sustainable and meets the expectations of the community

Sustainably manage our waste, water, energy use and facilities and investigate opportunities to reduce their impacts on our environment

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
2.4.1	Operate transfer station and refuse site facilities within the community	●	●	●	●	●	Operational facilities
2.4.2	Investigate initiatives to implement improved environmental management practises	●	●	●	●	●	Adhere with Statutory Requirements

Aspiration – Our Economy, Infrastructure, Systems & Services

Goal 1 - Community infrastructure and services delivered in a timely manner, are well utilised, effective and meet the expectations of the community

Deliver a diverse range of affordable services and infrastructure across the Shire

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
3.1.1	Continue to deliver quality local government services and facilities	●	●	●	●	●	Annual community satisfaction surveys
3.1.2	Consult & collaborate with relevant stakeholders and organisational groups	●	●	●	●	●	No. of potential partnerships initiated

Ensure essential services and infrastructure are aligned to community needs now, and in the future

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
3.1.3	Support & facilitate economic development opportunities for the Shire	●	●	●	●	●	No. of opportunities created
3.1.4	Maximise usage of community facilities	●	●	●	●	●	Annual community satisfaction surveys

Goal 2 - Transport systems that are functional, efficient, economical and safe, coupled with continuous improvement to meet the safety and amenity needs of the community

Deliver and advocate for a diverse and safe transport system which is efficient and meets the needs of all users

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
3.2.1	Provide and maintain road assets that meet the needs of the community now, and in the future	●	●	●	●	●	Annual community satisfaction surveys
3.2.2	Advocate support for the development of state rail and road infrastructure	●	●	●	●	●	No. of advocations
3.2.3	Advocate and apply for grain freight, commodity route and other funding opportunities	●	●	●	●	●	Level of external funding obtained

Goal 3 - Managing community assets in a whole of life and economically sustainable manner

Create and strengthen partnerships to advocate for and deliver community facilities, services & major infrastructure

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
3.3.1	Delivery of defined levels of service to maintain all assets in the most cost effective way	●	●	●	●	●	Implement the Asset Management Plan

Maintain robust asset management practices and maintenance programs

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
3.3.2	Develop, Implement & Review Asset Management Plan	●	●	●	●	●	Implement the Asset Management Plan
3.3.3	Implement Infrastructure Renewal Programs within financial capabilities	●	●	●	●	●	Implementation of Road & Plant Replacement program

Goal 4 - Promoting sustainable and diverse economic development opportunities that make the Shire of Cuballing an attractive place to live, work and visit

Facilitate and guide high quality and efficient building and development across the Shire

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
3.4.1	Implement & review land use planning documents	●	●	●	●	●	Documents reviewed & adopted by Council
3.4.2	Maintain functional and attractive public open spaces	●	●	●	●	●	Agreed levels of service are achieved

Advocate and plan for local economic development in a sustainable manner

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
3.4.3	Lobby State & Federal agencies to advocate for investment and employment in the region	●	●	●	●	●	No. of advocations
3.4.4	Support and encourage new businesses to be established in the Shire	●	●	●	●	●	No. of new businesses established
3.4.5	Actively pursue strategic partnerships	●	●	●	●	●	No. of potential partnerships initiated

Aspiration – Our Council, Services, Policies & Engagement

Goal 1 – An independent Council that is supported by an excellent organisation

Councillors provide strong and visionary leadership

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
4.1.1	Provide long term strategic leadership	●	●	●	●	●	Implementation of the Integrated Planning Framework documents
4.1.2	To be strong advocates for the community	●	●	●	●	●	Annual community satisfaction surveys
4.1.3	Professional development opportunities for Councillors	●	●	●	●	●	Adherence with statutory requirements

Employees actively contribute to improved operational service delivery and ensure excellent customer service

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
4.1.4	Promote a cohesive and productive workforce	●	●	●	●	●	Employee exit feedback
4.1.5	Maintain a competent and skilled workforce	●	●	●	●	●	75% customer satisfaction
4.1.6	Provision made for staff professional development	●	●	●	●	●	Funding allocated in Annual Budget

Goal 2 – Governance structures that ensure accountable, transparent and ethical decision making

Maintain a clear, transparent and ethical decision making process

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
4.2.1	Well informed, balanced and consistent decision making	●	●	●	●	●	Adhere with Statutory Requirements
4.2.2	Compliance with the Local Government Act 1995 and associated Regulations	●	●	●	●	●	Non-compliance items raised in Compliance Audit Return
4.2.3	Plan and manage Council's strategic and operational risks	●	●	●	●	●	Adherence with Audit Regulation 17

Goal 3 – Building the organisation and managing its structure, finances and assets in a sustainable manner

Be innovative in the management of Shire operations, services, staff and resources to create a resilient and financially stable Shire

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
4.3.1	Ensure organisational resources and staff are aligned with Council's vision and community expectation	●	●	●	●	●	Implementation of the Corporate Business Plan
4.3.2	Adopting a balanced annual budget	●	●	●	●	●	Adhere with Statutory Requirements
4.3.3	Continually looking to reduce the gap between operating revenue & operating expense	●	●	●	●	●	Meeting industry standards for the financial ratios
4.3.4	Maintaining a positive operating cash flow	●	●	●	●	●	Meeting industry standards for the financial ratios

Goal 4 – A Council that proactively engages with all elements of its community to make decisions that reflect positively on the future of the Shire of Cuballing

Actively engage with the community to inform decision making and improve conversations within the community

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
4.4.1	Actively engage with community to deliver on outcomes identified	●	●	●	●	●	Annual community satisfaction surveys
4.4.2	Support partnerships for the benefit of the community	●	●	●	●	●	No. of Partnerships established

Ensure open and consistent communication between the Shire and the community

No.	Action Item	2020/21	2021/22	2022/23	2023/24	Ongoing	Measures of Success
4.4.3	Communicate & engage with all sectors of the community	●	●	●	●	●	75% customer satisfaction
4.4.4	Develop a Community Engagement Framework	●					Development of Framework Plan
4.4.5	Implement the Community Engagement Framework		●	●	●	●	Implementation of Framework
4.4.6	Implementation of an Annual Community Satisfaction surveys	●	●	●	●	●	75% customer satisfaction

9.3 MANAGER OF WORKS AND SERVICES:

Nil

10. ELECTED MEMBERS' MOTION OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN:

Nil

11. URGENT BUSINESS WITHOUT NOTICE WITH THE APPROVAL OF THE PRESIDENT OR MEETING:

Nil at this time.

12. CONFIDENTIAL MATTERS:

Nil at this time.

13. NEXT MEETING:

Special Council Meeting, 2.00pm, Wednesday 1st July 2020 at the Shire of Cuballing Council Chambers, Campbell Street, Cuballing.

Ordinary Council Meeting, 2.00pm, Wednesday 22nd July 2020 at the Shire of Cuballing Council Chambers, Campbell Street, Cuballing.

14. CLOSURE OF MEETING: