



AGENDA

ORDINARY COUNCIL MEETING

22 MAY 2018

3.00PM

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TABLE OF CONTENTS

TUESDAY 22 MAY 2018

1.	OPENING, OBITUARIES, VISITORS	5
1.1	OPENING	5
1.2	OBITUARIES	5
2.	RECORD OF ATTENDANCE/APOLOGIES	5
2.1	RECORD OF ATTENDANCE	5
2.2	LEAVE OF ABSENCE	5
2.3	APOLOGIES	5
3.	RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE	5
4.	DECLARATION OF ELECTED MEMBERS	5
5.	PUBLIC QUESTION TIME	5
6.	APPLICATIONS FOR LEAVE OF ABSENCE	5
7.	CONFIRMATION OF MINUTES	5
8.	PETITIONS/DEPUTATIONS/PRESENTATIONS	6
9.	ANNOUNCEMENTS BY PRESIDENT WITHOUT DISCUSSION	6
9.1	PRESIDENT ANNOUNCEMENTS	6
10.	REPORTS OF COMMITTEE AND OFFICERS	7
10.1	OPERATIONS	7
10.1.1	STREET TREE POLICY	7
10.1.2	LOTTERYWEST GRANT APPLICATION – DOWERIN YOUTH SPACE	9
10.1.3	WALGA ANNUAL GENERAL MEETING – VOTING DELEGATES	11
10.1.4	ANNUAL REVIEW OF DELEGATIONS REGISTER 2018	14
10.1.5	REVIEW OF SHIRE OF DOWERIN LOCAL PLANNING SCHEME NO. 2 – REPORT	18
10.1.6	EVERY CLUB FUNDING	20
10.1.7	EMPLOYEE HOUSING POLICY - UPDATED	24
10.2	FINANCE REPORT	26
10.2.1	FINANCIAL ACTIVITY STATEMENTS – APRIL 2018	26
10.2.2	ACCOUNTS FOR PAYMENT – 1 APRIL TO 30 APRIL 2018	29
10.2.3	LONG TERM FINANCIAL PLAN	30
10.3	MINUTES TO BE RECEIVED	33

10.3.1	MINUTES FROM COMMITTEE MEETINGS TO BE RECEIVED	33
11.	NEW BUSINESS OF AN URGENT NATURE.....	35
12.	ELECTED MEMBERS MOTIONS	35
13.	CONFIDENTIAL ITEMS.....	36
13.1.1	MOVE BEHIND CLOSED DOORS.....	36
13.1.2	CEO KPIS.....	36
13.1.3	MOVE OUT FROM BEHIND CLOSED DOORS.....	37
14.	CLOSURE OF MEETING	38

1. OPENING, OBITUARIES, VISITORS

1.1 OPENING

1.2 OBITUARIES

Mr Dennis Spark

Mr Gregory Luscombe

2. RECORD OF ATTENDANCE/APOLOGIES

2.1 RECORD OF ATTENDANCE

Cr D.P. Hudson	President
Cr A.J. Metcalf	Deputy President
Cr R.I. Trepp	
Cr B.A. Ward	
Cr B.N. Walsh	
Cr L.G. Hagboom	
Cr J.C. Chatfield	
Cr L.H. Holberton	
A.J. Selvey	Chief Executive Officer
S.G. Fitchat	Finance Manager
G.C. Brigg	Assets & Works Manager
E.L. Richards	Council Liaison/Minutes

2.2 LEAVE OF ABSENCE

2.3 APOLOGIES

3. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

4. DECLARATION OF ELECTED MEMBERS

5. PUBLIC QUESTION TIME

6. APPLICATIONS FOR LEAVE OF ABSENCE

7. CONFIRMATION OF MINUTES

OFFICER RECOMMENDATION – ITEM 7.1

THAT THE MINUTES OF THE ORDINARY MEETING OF THE DOWERIN SHIRE COUNCIL HELD ON 24 APRIL 2018 BE CONFIRMED AS A TRUE AND CORRECT RECORD OF PROCEEDINGS.

8. PETITIONS/DEPUTATIONS/PRESENTATIONS

9. ANNOUNCEMENTS BY PRESIDENT WITHOUT DISCUSSION

9.1 PRESIDENT ANNOUNCEMENTS

10. REPORTS OF COMMITTEE AND OFFICERS

10.1 OPERATIONS

10.1.1 STREET TREE POLICY

Date:	14 May 2018
Applicant:	The Shire of Dowerin
Location:	N/A
File Ref:	
Disclosure of Interest:	N/A
Author:	G. Southey, Coordinator Community and Economic Development
Senior Officer:	A. Selvey, Chief Executive Officer
Attachments:	1. Street Tree Policy 2.Suggested Street Tree Species List.

Summary

A draft street tree policy is attached for Council consideration.

Background

The Shire has recently received enquiries from residents requesting street trees be planted on the verges on their respective properties; there is currently no policy regarding street trees and Shire gardens which can lead to ad-hoc decisions, a lack of transparency and Council direction in responding to such requests.

Comment

There is currently no formal process or policy guiding council in consideration of resident requests for verge trees. Without a Policy in place, staff have no guidance on management of these requests.

This policy aims to provide guidance for the provision, management and maintenance of street trees. This policy will guide Council on the decision-making process should a formal request from a resident and/or ratepayer be made for a tree to be planted on residential verges. It would ensure Council support for such requests and a transparent open process is available to all residents.

Financial Implications

Cost of purchasing trees, installation and ongoing maintenance which is estimated at approx. \$100 per application (5 litre pot size) for stock plus staff time. Based on an average of 10 applications per annum the cost could be in the vicinity of \$1000 per annum to provide trees; noting this excludes the cost of watering and maintenance until the tree is established.

Risk Implications

Without a policy the Shire will be without a structure or process for residents requesting or planting trees on the verge of their properties and may also expose the Shire to costs associated with maintenance of unwanted or inappropriate trees.

Consultation

Consultation has been conducted with the Streetscape Committee and the Shire Parks & Gardens Team.

Policy Implications

Should Council adopt this policy it will form part of the Council Policy Manual and guide future decision of staff.

Statutory Implications

The *Local Government Act 1995* - Section 2.7 stipulates that the role of Council includes determination of the Local Government's policies.

Strategic Implications

Strategic Community Plan Theme 4.4.4 Natural Environment

Voting Requirements

Simple majority required.

OFFICER RECOMMENDATION – 10.1.1

THAT COUNCIL, BY SIMPLE MAJORITY, PURSUANT TO S. 2.7 OF THE LOCAL GOVERNMENT ACT 1995 RESOLVES TO ADOPT THE STREET TREE POLICY AND THE SUGGESTED STREET TREE SPECIES LIST.

10.1.2 LOTTERYWEST GRANT APPLICATION – DOWERIN YOUTH SPACE

Date: 14 May 2018
Applicant: The Shire of Dowerin
Location: Exhibition Hall
File Ref:
Disclosure of Interest: Nil
Author: G. Southey, Coordinator Community and Economic Development
Senior Officer: A. Selvey, Chief Executive Officer
Attachments: Nil

Summary

This item seeks a resolution from Council for \$2500 in expenditure currently not included in the budget, for the refurbishment of the youth space in the Exhibition Hall.

Background

Youth Space Inc. has been successfully registered and was formed by the Dowerin PCYC to establish the Youth Space and gain better access to grant funding and provide better governance and independence from the limitations of the old PCYC model. Youth Space Inc. was formed earlier this year and the site for Youth Space was identified late last year.

Comment

The establishment of the Dowerin Youth Space in the old Exhibition Hall is progressing well; however additional funding is required to complete the refurbishment, including funds for carpet and painting. While it would have been more appropriate to have sought Council consideration prior to submitting an application, an administrative oversight has resulted in the application being submitted prior to Council approval being obtained. Noting this, should Council resolve to not support the application, officers will advise Lotterywest that the application has been withdrawn.

The total project cost is \$12,000. This will cover carpet installation, a wall mural, materials, plastering and painting to the interior of the old Exhibition Hall, being the only items currently unfunded. The grant application that has been submitted to Lotterywest seeks \$6000 with a cash contribution from the Shire of \$2500 plus administrative support valued at approx. \$2000, noting that the administrative support can be accommodated with the current resourcing allocations. Youth Space has also received funding from Apex (\$1000) and DEM (\$2500) for the furnishings and fit out costs. It is anticipated that the Wheatbelt Work Camp will provide the labor for the wall preparation and painting, a nomination form has been sent.

Council is being asked to consider the grant application and in particular the provision of a \$2500 cash contribution.

Financial Implications

The total project cost is \$12,000. A cash contribution of \$2500 is being sought from Council. There is currently no provision for this funding in the budget; therefore, an Absolute Majority will be required to include the amount in the current (2017/18) budget.

Risk Implications

Nil

Consultation

PCYC, CBH and the Dowerin CRC have been consulted regarding grant funding requirements. The Dept. of Communities and CBH have been approached but do not have applicable funding opportunities at the moment.

Policy Implications

Nil

Statutory Implications

Nil

Strategic Implications

Community Strategy Plan Theme 4.4.1 Our Lifestyle

Voting Requirements

Absolute majority required.

OFFICER RECOMMENDATION – 10.1.2

THAT COUNCIL, BY ABSOLUTE MAJORITY, PURSUANT TO S. 6.8 OF THE LOCAL GOVERNMENT ACT 1995 RESOLVES TO APPROVE A CASH CONTRIBUTION OF \$2500 TO SUPPORT THE LOTTERYWEST GRANT APPLICATION FOR \$6000 TOWARDS THE COST OF THE CARPET INSTALLATION, MURAL, PLASTERING AND PAINTING OF THE YOUTH SPACE SITE.

10.1.3 WALGA ANNUAL GENERAL MEETING – VOTING DELEGATES

Date:	14 May 2018
Applicant:	The Shire of Dowerin
Location:	N/A
File Ref:	
Disclosure of Interest:	Nil
Author:	A. Selvey, Chief Executive Officer
Attachments:	3. WALGA AGM and Convention 2018; 4. WALGA AGM Notice of Proposed Constitutional Amendments 2018; 5. WALGA Convention Program 2018.

Summary

Council may choose to send voting delegates to the Annual General Meeting of the WA Local Government Association (WALGA). This item seeks a Council resolution to formally appoint delegates to vote on behalf of Council.

Background

Should Council wish to participate and vote at the WALGA AGM 2018, a resolution is required from Council to enable the Shire to register the attendance and voting entitlements of Council's delegates.

In the event that a Voting Delegate is unable to attend, provision is made for proxy delegates to be registered. Only registered delegates or registered proxy delegates will be permitted to exercise voting entitlements on behalf of Member Councils. Delegates may be Elected Members or serving officers.

As the peak industry body, WALGA advocates on behalf of WA Local Governments and negotiates service agreements for the sector. The AGM provides a forum for all member Local Governments to contribute to the priorities for the association.

Comment

The AGM will be held on Wednesday 1 August 2018 from 1.30pm to 5.00pm as part of the annual Local Government Convention and Trade Exhibition. Attendance at the AGM is free of charge. Attendance at the Convention, which is usually attended by several hundred senior Local Government Council representatives from across the State, incurs costs as outlined in the financial implications below. The Convention will be held at the Perth Convention and Exhibition Centre on Wednesday 1 August to Friday 3 August 2018.

As a member Council, the Shire of Dowerin is also invited to submit agenda items for the AGM by 5 June 2018. Officers do not have any items they would like listed for consideration at the AGM; however, Councillors are invited to consider items they may wish to have listed. This AGM will also consider a change to the Association's constitution as outlined in attachment 4. The amendments are regarding the manner by which the President and Deputy President of WALGA can be elected namely that the President and Deputy President are elected from opposite constituencies (i.e. metropolitan and country).

The 2018 program, Ready and Relevant, includes high profile keynote speakers and includes sessions on the economy, future demographic profile for Australia and field trips to landfill sites and nature play playgrounds. See attached program.

Financial Implications

The only cost to attend the AGM is the cost of travel and the indirect cost of Elected Members/staff time. The Convention costs are \$1,475 per person for full registration or \$845 for Thursday only and \$720 for Friday only, plus any associated travel and accommodation if required. The 2017/18 budget makes specific provision for Elected Members conferences and training. There is \$4,300 remaining in that budget.

Risk Implications

Participation in the AGM and Convention will ensure the Shire of Dowerin is up-to-date with issues facing the sector and has a say in how WALGA, as our association, responds to those issues.

Consultation

Nil

Policy Implications

Council Policy *Elected Member Fees, Allowances, Reimbursements and Benefits Policy* notes the importance of attending conferences for on-going professional development and encourages attendance by Councillors. The Policy also stipulates that attendance will be financially supported within the annual budget allocation and selected by a decision of Council. Therefore, this item is presented for Councillor consideration as per policy requirements.

Statutory Implications

Nil

Strategic Implications

Strategic Community Plan: Theme 4.4.5 - Our Leaders.

Voting Requirements

Simple majority required.

OFFICER RECOMMENDATION – 10.1.3

THAT COUNCIL, BY SIMPLE MAJORITY, PURSUANT TO SECTION 3.18 OF THE LOCAL GOVERNMENT ACT 1995 RESOLVES TO:

- 1. *NOMINATE THE FOLLOWING AS VOTING DELEGATES TO THE WA LOCAL GOVERNMENT ASSOCIATION ANNUAL GENERAL MEETING:***

I. _____;

II. _____; AND

III. _____ (PROXY)

2. SUPPORT COUNCILLORS IN ATTENDING THE 2018 WA LOCAL GOVERNMENT CONVENTION AND TRADE EXHIBITION BY PAYING THE REGISTRATION FEES AND ACCOMMODATION IN PERTH AS FOLLOWS:

I. Cr _____

II. Cr _____

III. Cr _____

10.1.4 ANNUAL REVIEW OF DELEGATIONS REGISTER 2018

Date: 15 May 2018
Applicant: Shire of Dowerin
Location: N/A
File Ref:
Disclosure of Interest: Nil
Author: Andrea Selvey, CEO
Attachments: 6. Shire of Dowerin Delegations Register – Adopted April 2017
7. Updated Shire of Dowerin Delegations Register 2018 (DRAFT)

Summary

Under s. 5.46 of the *Local Government Act 1995* (the Act) the CEO is to maintain a register of delegations that must be reviewed by Council at least once every financial year.

Background

Under s. 5.42 of the *Local Government Act 1995*, a local government may delegate to the CEO the exercise of any of its powers or the discharge of its duties under the Act. This is subject to the limitations in s. 5.43, and Regulation. This section states –

5.43. Limits on delegations to CEO

A local government cannot delegate to a CEO 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;*
- (i) such other powers or duties as may be prescribed.*

The Shire of Dowerin's delegations register was last reviewed by Council in April 2017.

Comment

The annual review process does not preclude the Council from granting new delegations to the CEO if and when required, nor for it to review existing delegations at any time during the course of the financial year.

1. Format:

The format of the delegations contained in the Register seeks to reflect the legislative requirements of the Act. Each delegation specifies the head of power under which the delegation has been made and the legislative reference of the power that is delegated. The format also states the function delegated and any conditions that Council wishes to place on the exercise of delegation. It notes whether the CEO has the power to sub-delegate under s. 5.44 of the Act to another employee. It also records whether the function or duty has been sub-delegated and to whom.

It should be noted that whether a function or duty has been sub-delegated is determined by the CEO unless the Council has made it a condition that the original delegation may not be sub-delegated.

2. Content:

Each delegation has been considered on the basis of whether or not the delegation is necessary and if it will provide greater efficiency in service delivery for the Shire. Three new delegations have been created that reflect the officers view that a delegation would improve operations and service delivery. These are

- i. Lease Agreements: Delegate authority to the CEO to enter into new lease agreements or renew existing lease agreements with organisations that are charitable, benevolent, religious, cultural and sporting.
- ii. Performing particular things on land which is not the local government's property: Delegate authority to the CEO to carry out works even if the local government does not have consent: e.g.
 - Drainage and other earthworks to prevent flooding;
 - Make a temporary thoroughfare as a detour while work is being conducted on a public thoroughfare;
 - Make safe a tree that poses an immediate and serious risk without having to give notice to the owner;
 - Obliterate graffiti that is visible from a public place.
(NB: this delegation is recommended to include a condition that an effort must have been made to notify the owner prior to works being carried out.)
- iii. RAV Network Request: Delegate authority to allow the CEO and / or a sub-delegate to the Assets and Works Manager, to consider requests for RAV Network Access and to approve or reject such requests in accordance with Council Policy "*Restricted Access Vehicle (RAV) Network Requests*".

3. Repeal:

No delegations are proposed to be repealed.

4. Delegation to the CEO:

It should be noted that a delegation made under the *Local Government Act 1995*, may only be made to the CEO. However, not all delegations are made under the *Local Government Act 1995*. Other Acts such as the *Dog Act 1976* and *Cat Act 2011* also allow for delegations to be made. In some instances, such as the *Building Act 2011* delegations may be made to employees other than the CEO.

5. Other changes:

Other changes include reference to Council Policy where a new Policy has been adopted by Council that would inform the manner in which the delegation is exercised. These include:

Investment Policy; Purchasing Policy, General Financial Transactions Policy, New Supplier Approval Policy and Disposal of Council Property Policy.

Consultation

WALGA

Financial Implications

Nil

Risk Implications

A properly constructed delegations register reduces risk as it ensures a clear understanding of authority to make decisions as approved by Council.

Policy Implications

Nil

Statutory Implications

Part 5 of the *Local Government Act 1995*.

Building Act 2011 – section 127.

Bush Fires Act 1954 – section 48.

Cat Act 2011 – section 44.

Dog Act 1976 – section 10AA.

Food Act 2008 – section 118.

Public Health Act 2016 – section 21.

Road Traffic (Events on Roads) Regulations 1991.

Section 5.46 of the *Local Government Act 1995* deals with the need for CEOs to maintain a register of delegations and the requirement to conduct annual reviews of delegations.

Strategic Implications

Strategic Community Plan: Theme 4.4.5 - Our Leaders.

Outcome 3: Commitment to continuous improvement in service delivery and good governance practices ensures the Shire is adaptive to evolving community need.

Voting Requirements

Absolute majority

OFFICER RECOMMENDATION – ITEM 10.1.4

THAT COUNCIL, BY ABSOLUTE MAJORITY, PURSUANT TO SECTIONS 5.46, 5.45 AND 5.42 OF THE LOCAL GOVERNMENT ACT RESOLVES TO:

- 1. ENDORSE THE REVIEW OF ITS DELEGATIONS IN ACCORDANCE WITH SECTION 5.46 OF THE LOCAL GOVERNMENT ACT 1995;**
- 2. DELEGATE AUTHORITY TO THE CEO AS DETAILED IN THE SHIRE OF DOWERIN DELEGATIONS REGISTER MAY 2018 (ATTACHMENT 7) IN ACCORDANCE WITH SECTION 5.42 OF THE LOCAL GOVERNMENT ACT 1995, ACKNOWLEDGING THE RELEVANT HEADS OF POWER IN ADDITION TO THE LOCAL GOVERNMENT ACT:**
 - ***Building Act 2011 – section 127***
 - ***Bush Fires Act 1954 – section 48***
 - ***Cat Act 2011 – section 44***
 - ***Dog Act 1976 – section 10AA***
 - ***Food Act 2008 – section 118***
 - ***Public Health Act 2016 – section 21***
 - ***Road Traffic (Events on Roads) Regulations 1991.***

10.1.5 REVIEW OF SHIRE OF DOWERIN LOCAL PLANNING SCHEME NO. 2 – REPORT

Date:	16 May 2018
Applicant:	Shire of Dowerin
Location:	N/A
File Ref:	
Disclosure of Interest:	Nil
Author:	A. Selvey, Chief Executive Officer
Attachments:	8. Scheme Amendment Report

Summary

This report recommends Council advise the Western Australian Planning Commission ('WAPC') that the Shire of Dowerin Local Planning Scheme No. 2 is satisfactory in its existing form and should continue to operate.

Background

Regulation 65(2) of the Regulations provides the review periods for existing schemes prepared under the former Town Planning Regulations 1967 (as amended). As the Shire of Dowerin Local Planning Scheme No. 2 (LPS2) was gazetted in 1999, it is now due for review.

The review is to consider whether the local planning scheme is up-to-date. In accordance with Regulation 66(2), the report is to include: -

- the date the local planning scheme was gazetted;
- a list of amendments to the scheme including dates they were gazetted;
- when the scheme was last consolidated under Part 5 of the Act;
- an overview of subdivision and development activity, lot take up and population change in the scheme area since the scheme gazettal / last review; and
- details of any amendment to the scheme that have been undertaken to bring it into line with other legislation, region scheme or State planning policy (R.64(2)). The report is to make a recommendation to the WAPC on how to proceed in accordance with R.66(3).

The scheme review report must be submitted to the WAPC and within 90 days the WAPC must consider the report and decide whether it agrees or disagrees with the report recommendations and notify the Shire accordingly. Finally, the Shire must publish the report and notice of the WAPC's decision.

Comment

The Scheme Amendment Report (Attachment 8) provides an analysis of the matters outlined under R.65(3) of the Regulations. In summary, the Report concludes that LPS2 has been:

- an effective planning tool and has provided flexibility to cater for different types of land uses as demand has changed over time;
- has not affected the Shire in its exercise of its local planning functions;
- that Local Planning Scheme No. 2 and the Shire's Local Planning Strategy have been achieving its key objectives; and

- recommends that Council advise the Western Australian Planning Commission that the Shire's Scheme is satisfactory in its existing form and should continue to operate.

Financial Implications

Council has budgeted \$6,000 for Planning activities in the 2017/18 budget. The consultant fees and advertising costs can be met within that budget allocation.

Risk Implications

There are no known risk implications for the Shire in relation to the recommendations of this report.

Consultation

Hinterland Urban & Regional Planning Consultants.

Policy Implications

Nil

Statutory Implications

Planning and Development Act (as amended) 2005;

Shire of Dowerin Local Planning Scheme No.2; and

Planning and Development (local planning schemes) Regulations 2015.

Strategic Implications

Community Strategic Plan Theme 4.4.1 Our Lifestyle

Voting Requirements

Simple Majority required.

OFFICER RECOMMENDATION – ITEM 10.1.5

THAT COUNCIL, BY SIMPLE MAJORITY, PURSUANT TO REGULATION 66(3) OF THE PLANNING AND DEVELOPMENT (LOCAL PLANNING SCHEMES) REGULATIONS 2015 RESOLVES TO RECOMMEND TO THE WESTERN AUSTRALIAN PLANNING COMMISSION THAT THE SHIRE OF DOWERIN LOCAL PLANNING SCHEME NO. 2 IS SATISFACTORY IN ITS EXISTING FORM AND SHOULD CONTINUE TO OPERATE.

10.1.6 EVERY CLUB FUNDING

Date:	16 May 2018
Applicant:	The Shire of Dowerin
Location:	N/A
File Ref:	
Disclosure of Interest:	N/A
Author:	A. Selvey, Chief Executive Officer
Attachments:	Nil

Summary

This item seeks Council consideration of an application for funding under the ‘Every Club’ funding scheme from the Department of Local Government, Sport and Cultural Industries (DLGSC). The application is for a club support officer for all sporting clubs in the Shire and includes a co-contribution from the Shire of Dowerin of \$7,500.

Background

The Shire was advised of a new funding opportunity from DLGSC in late April. The funding is open to Local Governments and other incorporated not-for-profit agencies to deliver outcomes aimed at supporting the management, governance and planning practices of community sport and recreation clubs. Funding may not be used for purchase of equipment or facilities. Applications close on 8 June 2018.

Comment

During the community engagement in 2017 for the development of the Strategic Community Plan, the need for better support of volunteers and more sustainable governance for volunteer sporting groups was identified as a high priority. This priority was captured in the Strategic Community Plan 2018-2028 as recently adopted by Council. See Strategic Implications below. This funding opportunity provides an opportunity for the Shire to address that strategic priority.

The proposal is to engage a club support officer to assist and support volunteer sporting club committee members to ensure they have the skills and resources to perform their function, facilitate collaboration and develop innovative and sustainable governance models that make best use of the limited resources in the community.

Over a two-year period, the program will be required to deliver the following outputs:

- Output 1: A sustainable governance model is adopted and in place (in consultation with all participating clubs)
- Output 2: A policies and procedures manual that can be used by all clubs
- Output 3: All clubs to have an up to date constitution that is relevant and compliant
- Output 4: A volunteer register that shows skills and interests
- Output 5: A training and professional development program for volunteers

While the grant funding allows for funding up to \$40,000 in the first year and \$30,000 in the second year, the total program pool is \$700,000; therefore, it is unlikely an application from the Shire would

secure the full funding. The applicant organisation will be required to make a 25% co-contribution. An application that is more modest and shows strong contributions from other organisations will also be more likely to be supported.

Financial Implications

Projected income and expenditure is outlined below. Should the application be successful, Council will be required to consider the financial co-contribution as part of the 2018/19 budget process.

<u>Revenue/expenditure</u>	2018/19	2019/20	Funding source
Revenue item excluding GST (e.g. participant fees, sponsorship, other grants)	\$5,000 (TBC)	\$5,000 (TBC)	9 Participating Clubs
Requested from DLGSC (Maximum amount \$40,000 in 2018/19 and \$30,000 in 2019/20. Other restrictions may apply – see guidelines)	\$15,000	\$15,000	DLGSC
Supplied by your organisation (minimum 25% of total grant amount)	\$7,500	\$7,500	Shire of Dowerin
From any other organisations (please specify)			
Participant fees (if relevant)			
Other revenue items			
Total revenue ex GST	\$27,500	\$27,500	
<u>Expenditure</u>	2018/19	2019/20	Funding source
Expenditure item* excluding GST	\$		
Club Support Officer (\$35 per hour x 8 hours per week, plus 20% on costs)	\$17,472	\$17,472	DLGSC, Shire of Dowerin and Participating Clubs
Office and associated equipment	\$3,000	\$3,000	Shire of Dowerin

Communications (Mobile Phone/Internet)	\$2,000	\$2,000	Shire of Dowerin
Training program and equipment	\$2,500	\$2,500	DLGSC
Promotional activities	\$1,000	\$1,000	Participating clubs
Volunteer Attraction and Retention Program	\$1,000	\$1,000	DLGSC
Incidentals (catering, stationery)	\$ 500	\$ 500	Participating clubs
Total expenditure ex GST	\$27,472	\$27,472	

Risk Implications

At time of writing this report, support from participating clubs has not been confirmed. Without the support of clubs, the application cannot proceed.

A successful application would be one strategy to mitigate the risk that local clubs are not sustainable due to volunteer burn out and lack of appropriate governance structures.

Consultation

10 local clubs have been contacted in writing to seek their views on the concept and secure a financial contribution. Given the very limited timeframe for preparing a grant application, clubs have had little time to consider the proposal and provide feedback.

A meeting is proposed to be had with representatives of local clubs next week to discuss in more detail how the grant could benefit the clubs.

Policy Implications

Nil

Statutory Implications

Nil

Strategic Implications

Strategic Community Plan: Theme 4.4.1

Voting Requirements

Simple majority required.

OFFICER RECOMMENDATION – 10.1.6

THAT COUNCIL, BY SIMPLE MAJORITY, PURSUANT TO SECTION 3.18 OF THE LOCAL GOVERNMENT ACT 1995 RESOLVES TO:

- 1. ENDORSE THE APPLICATION FOR FUNDING FROM THE DEPARTMENT OF LOCAL GOVERNMENT, SPORT AND CULTURAL INDUSTRIES FOR A CLUB SUPPORT OFFICER;**

- 2. CONSIDER THE FINANCIAL CO-CONTRIBUTION OF \$7,500 REQUIRED BY SHIRE DURING THE 2018/19 BUDGET PROCESS.**

10.1.7 EMPLOYEE HOUSING POLICY - UPDATED

Date: 16 May 2018
 Applicant: The Shire of Dowerin
 Location: N/A
 File Ref:
 Disclosure of Interest: N/A
 Author: A. Selvey, Chief Executive Officer
 Attachments: 9. Employee Housing Policy

Summary

This item seeks Council consideration of an updated Employee Housing Policy that clarifies a few areas of ambiguity.

Background

The Shire provides housing or housing allowances to staff as an incentive to attract and retain staff as it's often difficult to find suitable rental accommodation on the private rental market. Currently 9 staff are tenants in Shire owned houses (including Swimming Pool Manager); all other permanent staff are paid an allowance (pro-rata) in lieu of housing. The allowance is paid to encourage staff to purchase or rent privately in Dowerin.

Council adopted an Employee Housing Policy in May 2017 to provide guidance and clarification around what had been a long-standing custom and practice at the Shire.

Comment

The Policy has been in operation for 12 months and a recent review has highlighted some areas of ambiguity. Please see table below outlining areas of change.

<u>Issue</u>	<u>Change</u>
More than one employee entitled to housing or allowance.	The Policy has been updated to clarify that, where two or more staff occupy the same house, only one member of staff is eligible for the allowance and/or housing.
Sub-letting	The Policy has clarified that staff in Council housing are not permitted to sub-let. This will be also included in tenancy agreements.
Staff on Contract	The Policy clarifies that staff on short term contract do not attract the housing allowance.

Financial Implications

The Policy provides for staff to receive either housing as part of a negotiated salary package, or a housing allowance. However, this cost has been included in budget allocations for many years. Therefore, the updated policy will have no additional financial implications.

Risk Implications

A policy that clearly articulates the intent and priorities of Council reduces the risk of inequitable or unjustifiable decisions and improves transparency.

Consultation

These updates have been discussed with the Shire's Management Team.

Policy Implications

Should Council adopt the updated Policy it will replace the existing policy and guide decisions on the provision of housing/housing allowances.

Statutory Implications

This policy is presented to Council under Section 2.7 of the *Local Government Act 1995* which stipulates that the role of Council is to determine policies.

Strategic Implications

Strategic Community Plan: Theme 4.4.5 Our Leaders

Voting Requirements

Simple majority required.

OFFICER RECOMMENDATION – 10.1.7

THAT COUNCIL, BY SIMPLE MAJORITY, PURSUANT TO SECTION 2.7 OF THE LOCAL GOVERNMENT ACT 1995 RESOLVES TO ADOPT THE UPDATED EMPLOYEE HOUSING POLICY.

10.2 FINANCE REPORT

10.2.1 FINANCIAL ACTIVITY STATEMENTS – APRIL 2018

Date:	16 May 2018
Applicant:	Shire of Dowerin
Location:	Dowerin
File Ref:	
Disclosure of Interest:	Nil
Author:	Susan Fitchat - Manager of Finance and Corporate Services
Senior Officer:	Andrea Selvey - Chief Executive Officer
Attachments:	10. Monthly Financial Activity Statements – April 2018.

Summary

This report provides Council with an update on the status of the Financial Statements for the period ending 30 April 2018.

Background

Section 6.4 of the *Local Government Act 1995* requires a Local Government to prepare financial reports.

The *Local Government (Financial Management) Regulations 34 & 35* set out the form and content of the financial reports which have been prepared for the periods as above and are presented to Council for approval.

Comment

In order to fulfil statutory reporting requirements, and to provide the Council with a synopsis of the Shire's overall financial performance on a year to date basis, the following financial reports are attached.

- Statements of Financial Activity – Statutory Reports by Program and Nature or Type
The Statements of Financial Activity provide details of the Shire's operating revenues and expenditures on a year to date basis. The reports further include details of non-cash adjustments and capital revenues and expenditures, to identify the Shire's net current position; which is currently unreconciled with the reflected associated Net Current Position note (Note 3).

A discrepancy in the financial statements is disclosed to Council. The discrepancy is between the Closing Funding Surplus YTD Actual (\$1,448,807) and Note Three: Net Current Funding Position (\$1,463,522) – a difference of \$14,715. This is likely the result of a non-cash item. Officers are investigating and will ensure an updated and corrected set of statements is presented at the Ordinary Meeting of Council on 22 May.
- Capital Acquisitions
This report provides year to date budget performance in respect of the following capital expenditure activities and their funding sources. Individual project information can be found at Note 12.
- Note 1 – Significant Accounting Policies
This note provides details of the accounting policies relating to the Shire's accounts.

- Note 2 - Explanation of Material Variances
Council adopted (in conjunction with the Annual Budget) a material reporting variance threshold of 5% or \$5,000, whichever is the greater. This note explains the reasons for any material variances identified in the Statements of Financial Activity at the end of the reporting period.
- Note 3 - Net Current Funding Position - Statutory Requirement
This note provides details of the composition of the net current asset position on a year to date basis and reconciles with the closing funding position as per the Statement of Financial Activity.
- Note 4 – Cash and Investments
This note provides Council with the details of the actual amounts in the Shire’s bank accounts and/or Investment accounts as at reporting date.
- Note 5 – Budget Amendments
This note provides council with a list of all budget amendments to date.
- Note 6 – Receivables
This note provides Council with the sundry debtors outstanding as at reporting date.
- Note 7 - Cash Backed Reserves
This note provides summary details of transfers to and from reserve funds, and associated interest earnings on reserve funds, on a year to date basis.
- Note 8 – Rating Information
This note provides details of rates levied during the year.
- Note 9 – Information on Borrowings
This note shows the Shire’s current debt position and lists all borrowings.
- Note 10 – Grants and Contributions received
This note is being redeveloped and will be provided as soon as possible.
- Note 11 – Trust Funds
This note shows the balance of funds held by the Shire in its Trust Fund on behalf of another person/entity.
- Note 12 – Capital Acquisitions
This note details the capital expenditure program for the year.

Note: A discrepancy in the financial statements is disclosed to Council. The discrepancy is between the Closing Funding Surplus YTD Actual (\$1,448,807) and Note Three: Net Current Funding Position (\$1,463,522) – a difference of \$14,715. This is likely the result of a non-cash item. Officers are investigating and will ensure an updated and corrected set of statements is presented at the Ordinary Meeting of Council on 22 May.

Consultation

CEO

The Finance Committee will meet on the 21 May 2018, and a verbal account of the Committee’s review will be presented at the Council meeting.

Financial Implications

The budgeted opening funding surplus was predicted to be \$1,134,516 and following the finalisation of the audit of the annual financial statements the actual closing surplus as at 30 June 2017, the result has been increased to \$1,339,634. This increase was due to adjustments required by the auditor to bring out of court settlement funds to account in FY 2017. This has been taken into account during the statutory budget review in March.

Income reduction for the 2017-2018:

There has been a reduction in Financial Assistance Grants Funding (general purpose) and Roads funding. The original budget was calculated at \$1,419,381 for 2017-18 and was reduced to \$1,366,384, due to reduced Commonwealth funding being received by the State. An advance payment of \$723,087 was received in June 2017. The revised balance is a total of \$643,297.

The Main Roads Direct Grant of \$125,640 has been reduced by 42% (\$52,768); and accounted for in the Mid Year Budget Review.

Grant funding to be received:

Federal grant funding of \$200,000 is due to be received for the completed Short-Term Accommodation. WANDRRA road project reimbursement of expenditure of \$252,000 is due as at the end of April 2018.

Other financial implications are detailed within the context of the attached reports.

Risk Implications

Timely preparation of the monthly financial statements within statutory guidelines is vital to good financial management. Failure to submit compliant reports within statutory time limits will lead to non-compliance with the Local Government act and Financial Management regulations.

Policy Implications

The Shire of Dowerin has a comprehensive suite of financial management policies. Finances have been managed in accordance with these policies.

Statutory Implications

Council is required to adopt monthly finance reports to comply with Reg 34(1) of the Local Government (Financial Management) Regulations 1996. These reports and processes are compliant.

Strategic Implications

Nil

Voting Requirements

Simple Majority

OFFICER RECOMMENDATION – 10.2.1

THAT COUNCIL BY SIMPLE MAJORITY PURSUANT TO REGULATION 34(1) OF THE LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996 RECEIVES THE STATUTORY FINANCIAL ACTIVITY STATEMENT REPORTS FOR THE PERIOD ENDING 30 APRIL 2018.

10.2.2 ACCOUNTS FOR PAYMENT – 1 APRIL TO 30 APRIL 2018

Date:	4 May 2018
Applicant:	Shire of Dowerin
Location:	Dowerin
File Ref:	
Disclosure of Interest:	Nil
Author:	Emma Hardy – Finance Officer
Senior Officer:	Susan Fitchat – Manager of Finance and Corporate Services
Attachments:	11. List of accounts for April 2018 12. Credit Card Statements

Background

The attached schedules of cheques drawn and electronic payments that have been raised under delegated authority during the month since the last meeting of Council are presented for Council review.

Comment

The list as presented has been reviewed by the Manager of Finance and Corporate Services and Chief Executive Officer.

A verbal account of the Finance Committee queries on the payments and the response will be provided at the Council meeting.

Statutory Implications

Reg 12 & 13 of the Local Government (Financial Management) Regulations 1996 requires that a separate list be prepared each month for adoption by Council showing:

- Creditors to be paid
- payments made from Municipal Fund, Trust Fund and Reserve Fund by Chief Executive Officer under delegated authority from Council

Policy Implications

Payments have been made under delegation.

Financial Implications

Funds expended are in accordance with Council's adopted budget for the 2017-18 financial year.

Risk Implications

Nil

Strategic Implications

Nil

Voting Requirements

Simple Majority will be required at the Ordinary Meeting of Council.

OFFICER RECOMMENDATION – 10.2.2

THAT COUNCIL BY SIMPLE MAJORITY, RECEIVES THE REPORT FROM THE CHIEF EXECUTIVE OFFICER ON THE EXERCISE OF DELEGATED AUTHORITY IN RELATION TO CREDITOR PAYMENTS FROM THE MUNICIPAL FUND FOR THE PERIOD 1 APRIL 2018 TO 30 APRIL 2018.

10.2.3 LONG TERM FINANCIAL PLAN

Date:	16 May 2018
Applicant:	Shire of Dowerin
Location:	Dowerin
File Ref:	
Disclosure of Interest:	Nil
Author:	Susan Fitchat - Manager of Finance and Corporate Services
Senior Officer:	Andrea Selvey - Chief Executive Officer
Attachments:	13. Long Term Financial Plan 2018-2028 14. Asset Management Plan

Summary

This report presents a first iteration of a Long Term Financial Plan and Asset Management Plan for the Shire of Dowerin for Council's consideration.

Background

In 2011, the Department of Local Government introduced the *Integrated Planning and Reporting Framework* to encourage a movement towards best Practice strategic planning and reporting standards across the Western Australian local government industry.

The Shire of Dowerin Long Term Financial Plan (LTFP) and Asset Management Plan (AMP) are planning tools that have been developed to map and forecast the financial sustainability of the Shire into the future. They provide a mechanism for determining financial projections for the period 2018-2028.

The LTFP and AMP have been prepared based on a number of objectives and assumptions that are outlined in these documents. Strategies issues and risks are all dynamic influences in relation to any planning and as such the LTFP and AMP will be reviewed and adjusted annually to reflect material changes.

It should be noted that this set of plans is the first iteration of what are "live" documents. It is anticipated that the second review of the reports will occur by April 2019 after consideration of the asset condition report.

The long term financial estimates are an integral part of Council's strategic planning process, informing the Dowerin Corporate Business Plan which activates the Dowerin Strategic Community Plan priorities. It indicates the Shire's long term financial sustainability, allows early identification of financial issues and their longer-term impacts.

Statistics

Asset expenditure:

The proposed new LTFP will see the level of renewal expenditure is variable over the next ten years; until we have the condition report by April 2019.

Operational asset expenditure will be the given the following priority:

- Roads, culverts
- Plant and equipment

Major Capital Assets Expenditure (above \$1 million)

2020/21	Swimming Pool Upgrade	\$ 1,500,000*
2023/24	Sewerage System Upgrade	\$1,100,000
2026/27	Short Term Accommodation (Phase 2)	\$2,000,000*

*50/50 funding to be secured.

Rate increases:

Levying rate increases at, or below, CPI is unsustainable in the long term and in the report to Council therefore an aggregate rates revenue increase of 4%.

Rates Modelling:

The proposed rates model is based on the following:

- Key principle of the existing Long Term Financial Plan of a 4 % (plus growth) increase in aggregate rate revenue 2018-19. Current rates modelling is based on equitable adjustment to the five rating categories.
- Minimum payments to remain unchanged from 2018-19.

Actual rates revenues in any year might exceed the target increase due to the actual growth factor being above the forecast figure in relation to property numbers for new residential or commercial development, but the extent of such development growth is dependent on local economic conditions. A conservative approach has been applied to Dowerin's growth rate due to limited funding from state and federal government.

Income and expenditure:

- The aggregate increase in dollar terms for rates revenues levied incorporates an equitable increase in the differential rating categories 'rate in the dollar' of 4 %.
- The aggregate increase in fees and charges is based on 2 % to 2.5 % and the expected consumption of these services by the community.
- The total budget for this revenue category based on predicted operating and non-operating grants for 2018-19 is predicted at 2.5% including Roads to Recovery. The operating grants include 1 % for Federal General Purpose and Road Grants. Main Roads, Fire, Hacc are 0% increase.
- Interest earnings calculated upon the likely cash balances during each financial year against current investment rates.
- Employee costs increase allows for 2.5% rise in association with the relevant Awards.
- All other expenditure including materials & contracts increased by 2.5 %.
- Interest rates for current borrowings in 2017-18 is based 3.14% to 4.09% future borrowings is based on conservative estimates of around 3%.

Reserves

There is an aggregate decrease in reserves from 2019 to 2028 of 20% - noting that reserves are projected to fund the Sewerage System Upgrade, 50% of the Short Term Accommodation (Phase 2) and Swimming Pool upgrade.

Statutory Implications

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.

Consultation

The Shire's Management Team and Councillors have worked collaboratively on this LTFP and AMP.

Megan Shirt (LG Consultant) and Ben Symonds (Asset Infrastructure Management)

Policy Implications

Nil

Financial Implications

Nil

Risk Implications

Nil

Strategic Implications

Dowerin Strategic Community Plan

Voting Requirements

Simple Majority

OFFICER RECOMMENDATION – 10.2.3

THAT COUNCIL, BY SIMPLE MAJORITY, PURSUANT TO S.5.56 OF THE LOCAL GOVERNMENT ACT 1995 RECEIVES THE LONG TERM FINANCIAL PLAN AND THE ASSET MANAGEMENT PLAN.

10.3 MINUTES TO BE RECEIVED

10.3.1 MINUTES FROM COMMITTEE MEETINGS TO BE RECEIVED

Date:	18 May 2018
Applicant:	The Shire of Dowerin
Location:	N/A
File Ref:	
Disclosure of Interest:	Nil
Author:	Andrea Selvey, CEO
Attachments:	15. Minutes - Road Verge Management Advisory Committee Meeting (Unconfirmed), 1 May 2018

Summary

The report formally presents the minutes of Advisory Groups and Committees of Council from the previous month.

Background

The Shire has established the following Committees of Council:

- Audit Committee;
- Finance Committee;
- Local Emergency Management Committee;
- Bush Fire Advisory Committee;
- Road Verge Management Advisory Committee;
- CEO Recruitment Committee.

The above Committees do not have any delegated authority; therefore, any recommendations requiring a Council decision that result from a Committee meeting must be brought before Council. This will be done via agenda items to Council.

(NB: The list above excludes those Committees that are external to the Shire, i.e. established and managed by an external group, on which the Shire has nominated representatives. Council representatives from the external committees will report back to Council verbally at the next available Council meeting. Should a decision of Council be required, an agenda item will be prepared for Council.)

Comment

The attached minutes are the unconfirmed minutes of the meetings of Committees of Council held in the previous month.

Consultation

N/A

Financial Implications

The Officer's recommendation for Council to receive the minutes of Committee meetings carries no financial commitment for Council. Should any recommendation require a financial commitment or have any implication outside the CEO's delegated authority, the matter will be referred to Council as a specific agenda item.

Risk Implications

Nil

Policy Implications

Nil

Statutory Implications

Administration regulation 11 sets out the content that the minutes of council or committee meetings must contain, including:

- the names of members present at the meeting;
- details of each motion moved, the mover and the outcome of the motion;
- details of each decision made at the meeting; and
- written reasons for each decision made at a meeting that is significantly different from the committee's or council employee's recommendation.

Section 5.22(2) and (3) of the Act requires that the minutes of a council or committee meeting are to go to the next meeting of the council or committee for confirmation and signing by the person presiding to certify the confirmation.

Strategic Implications

The Strategic Community Plan

Objective 4.2 - Strong leadership and governance

Voting Requirements

Simple majority

OFFICER RECOMMENDATION – ITEM 10.3.1

THAT COUNCIL BY SIMPLE MAJORITY PURSUANT TO SECTION 3.18 OF THE LOCAL GOVERNMENT ACT 1995 RESOLVES TO:

- 1. RECEIVE THE MINUTES OF THE:***
 - a. ROAD VERGE MANAGEMENT ADVISORY COMMITTEE MEETING (UNCONFIRMED), 1 MAY 2018.***

11. NEW BUSINESS OF AN URGENT NATURE

12. ELECTED MEMBERS MOTIONS

13. CONFIDENTIAL ITEMS

13.1.1 MOVE BEHIND CLOSED DOORS

RECOMMENDATION – 13.1.1

THAT THE MEETING MOVE BEHIND CLOSED DOORS TO DISCUSS CONFIDENTIAL MATTER, ITEM 13.1.2 – CEO KPIS.

13.1.2 CEO KPIS

Date:	14 May 2018
Applicant:	The Shire of Dowerin
Location:	N/A
File Ref:	
Disclosure of Interest:	N/A
Author:	A. Selvey, Chief Executive Officer
Attachments:	16. Draft KPIS for the CEO - CONFIDENTIAL

Summary

This item seeks Council consideration of KPIS for the CEO for the 2018/19 Financial Year.

Background

As per the CEO Contract, Council is required to set KPIS for the CEO. These are used to inform the CEO's performance review which as required under s5.38 of the *Local Government Act 1995*. KPIS also provide a valuable tool for ensuring Council provides clear direction to the CEO regarding Council's priorities for the organisation and particularly in resource allocation.

Comment

The draft KPIS presented as Attachment 16 have been developed in consultation with Council. They consider the priority areas of People and Performance, Strategic Direction, Compliance, Financial Management, Asset Management, Community liaison and Growth/Sustainability. Each KPI includes one or more specific actions that are time-bound and measurable.

Financial Implications

While there are no direct financial implications in adopting the KPIS, it should be noted that implementation of KPIS will require funding and / or human resources, either as part of the operational budget or specific project funding. Any budget allocation will be presented for Council consideration as part of the annual budget process.

Risk Implications

Clear and measurable KPIS assists to mitigate any risk that CEO and Council do not share or are not clear on the organisation's priorities.

Consultation

The CEO KPIs were the subject of a discussion at the April 2018 Councillor Workshop.

Policy Implications

Nil

Statutory Implications

Section 5.38 of *The Local Government Act 1995* stipulates that the performance of each employee who is employed for a term of more than one year, including the CEO and each senior employee, is to be reviewed at least once in relation to every year of the employment. KPIs provide a useful tool to acquit this requirement.

Strategic Implications

Strategic Community Plan: Theme 4.4.5 - Our Leaders.

Voting Requirements

Simple majority required.

OFFICER RECOMMENDATION – 10.1.8

THAT COUNCIL BY SIMPLE MAJORITY PURSUANT TO SECTION 5.38 OF THE LOCAL GOVERNMENT ACT 1995 RESOLVES TO:

- 1. ADOPT THE KPIS OUTLINED IN CONFIDENTIAL ATTACHMENT 16 FOR THE CEO FOR THE 2018/19 FINANCIAL YEAR;***
- 2. CARRY OUT A REVIEW OF THE CEO AGAINST THESE KPIS IN JULY 2019.***

13.1.3 MOVE OUT FROM BEHIND CLOSED DOORS

RECOMMENDATION – 13.1.3

THAT THE MEETING MOVE OUT FROM BEHIND CLOSED DOORS.

14. CLOSURE OF MEETING

ORDINARY COUNCIL MEETING
ATTACHMENTS

Tuesday
22 May 2018
3.00pm



ATTACHMENTS

- 10.1.1
 - 1. Street Tree Policy
 - 2. Suggested Street Tree Species List
- 10.1.3
 - 3. WALGA AGM and Convention 2018
 - 4. WALGA AGM Notice of Proposed Constitutional Amendments 2018
 - 5. WALGA Convention Program 2018
- 10.1.4
 - 6. Shire of Dowerin Delegations Register – Adopted April 2017
 - 7. Updated Shire of Dowerin Delegations Register 2018 (DRAFT)
- 10.1.5
 - 8. Scheme Amendment Report
- 10.1.7
 - 9. Employee Housing Policy
- 10.2.2
 - 10. Monthly Financial Activity Statements – April 2018
 - 11. List of accounts for April 2018
 - 12. Credit Card Statements
- 10.2.3
 - 13. Long Term Financial Plan 2018-2028
 - 14. Asset Management Plan
- 10.3.1
 - 15. Minutes – Road Verge Management Advisory Committee Meeting (Unconfirmed), 1 May 2018
- 10.1.2
 - 16. Draft KPI's for the CEO - CONFIDENTIAL

Street Trees Policy

Policy Owner Chief Executive Officer

Distribution Management

Responsible Officer Chief Executive Officer

Date Adopted Draft

File Reference

Objective

This policy aims to provide guidance for the provision, management and maintenance of street trees and shire gardens within the Shire.

Policy

Trees in the rural urban environment perform several functions that maintain the sustainability of our towns and contribute to the health and wellbeing of our community.

This policy will:

- Encourage the planting of appropriate trees, particularly trees native to Western Australia, throughout the Dowerin townsite.
- Guide decisions regarding the planting, management, maintenance and removal of street trees.
- Ensure the protection of existing trees worthy of retaining in the road reserve.
- Identify management and maintenance responsibilities.
- Provide consistent advice on all enquiries relating to street trees.

Street trees are provided by the Shire through its annual winter planting program where a request for a street tree is formally lodged via the Shire Office.

The number of trees permitted on the verge abutting the front property boundary line of a typical residential lot (typical lot frontage is 15m) is one tree per property; however up to three trees may be permitted on corner blocks, and more than one may also be permitted on the verge of a large commercial or industrial property. To minimise maintenance requirements, planting of trees under power lines will not be permitted.

The species of tree provided will be the same or similar to those already existing in the street. Where possible, preference will be given to tree species native to Western Australia. If there is not a dominant tree species, a tree from the Suggested Tree Planting List, located on the Shire's website, will be selected based on its suitability to the site.

The Shire encourages land developers to provide one shade tree per residential lot (except in rear laneways) that is consistent with the Shire's Suggested Street Tree Species List.

The Shire preference is to install trees of 5 litre pot size for reasons of cost-effectiveness, vigour of stock, and quicker establishment periods. However, in some instances where 5 litre trees are not available, the Shire may consider trees of up to 90 litre in pot size.

All trees planted in the road reserve are ultimately the maintenance and management responsibility of the Shire. After planting, the Shire will schedule watering during summer however residents are encouraged to water trees for at least two summers to assist in their establishment. The Shire will undertake all other maintenance works to ensure the tree remains healthy, has appropriate sightline clearances for pedestrians and vehicles, and fulfils the legislated clearance requirements regarding overhead power supply.

Regular pruning of street trees located near aerial power lines is necessary to prevent trees from growing into the Western Power exclusion zones around these wires. The Shire undertakes these works to comply with Western Power requirements.

The Shire will consider removing a street tree where the tree is dead, in a state of decline to the point that survival is unlikely, is causing significant damage to infrastructure or services, as well as presenting an unacceptable level of risk to surrounding infrastructure or if retention is not possible due to an approved development. All requests for the removal of street trees will be assessed by the Shire in accordance with best arboriculture practice to maximise the possibility of retaining the tree. Tree removal is considered as a final option in street tree management.

The Shire consults with affected stakeholders during the planning stages of specific streetscape replanting programs. Notification will be provided to the adjoining resident/stakeholders in cases where a tree is required to be removed or replaced.

Definitions:

Roles and Responsibilities

Chief Executive Officer

Shire of Dowerin – Suggested/Recommended Street Tree Species

Genus	Species	Common Name	Height (m)	Width (m)
Agonis	flexuosa	WA Weeping Peppermint	15	10 – 15
Agonis	flexuosa Burgundy	After Dark	12	4 – 8
Angophora	costata	Sydney Red Gum	20	12
Angophora	floribunda	Rough Barked Apple	10	10
Arbutus	Unedo	Strawberry tree	6	3
Bauhinia	purpurea	Butterfly Tree	15	10
Brachychiton	acerfolius	Illawarra Flame tree	20	5
Brachychiton	acerfolius X	Brachychiton 'belladonna'	8	5
Brachychiton	discolour	Lacebark	20	6
Brachychiton	populneus	Kurrajong	20	6
Callistemon	Kings Park Special	Kings Park Special	5	4
Callistemon	salingas	White Bottlebrush	7	4
Callistemon	Perth Pink	Perth Pink	5	4
Cassia	fistula	Golden Shower Tree	8	7
Corymbia	eximia nana	Dwarf Yellow Bloodwood	10	7
Corymbia	ficifolia	WA Red Flowering Gum	8	5
Cupanopsis	anacardioides	Tuckeroo	10	5 – 8
Delonix	regia	Royal Poinciana	10	7
Eucalyptus	erythrocorys	Red capped gum	8	6
Eucalyptus	forrestiana	Fuschia Gum	5	4
Eucalyptus	Leucoxydon 'Rosea'	Red Flowering Yellow Gum	12	7
Eucalyptus	Sideroxydon 'Rosea'	Pink Iron Bark	15	6 – 10
Eucalyptus	totiana	Prickly Bark Gum	15	8 – 10
Eucalyptus	torquata	Urn Gum	15	5
Eucalyptus	woodwardia X torquata	"Torwood"	10	5
Hymenosporum	flavum	Native frangiapani	20	5
Jacaranda	mimosifolia	Jacaranda	14	10 – 14
Lagerstroemia	indica	Crepe Myrtle	8	4
Magnolia	soulangiana	Saucer magnolia	5	5
Owenia	acidula	Emu Apple	8	6
Pistacia	chinensis	Chinese Pistachio	8	6
Prunus	blireana	Cherry Blossom Pear	4	4
Prunus	pissardii 'nigra'	Ornamental Pear	8	5
Prunus	ussuriensis	Manchurian Pear	9	7
Prunus	Pressiana Capital	Ornamental Pear	15	8
Stenocarpus	sinatas	Red fire wheel tree	12	4



Notice
of
Annual General
Meeting
and
Procedural Information
for Submission of Motions

Perth Convention and Exhibition
Centre

Wednesday, 1 August 2018

Deadline for Agenda Items

(Close of Business)

Tuesday, 5 June 2018

2018 Local Government Convention

General Information

The 2018 Local Government Convention will be held at the Perth Convention and Exhibition Centre (PCEC) from 1 August to 3 August 2018. The tentative schedule for the Convention is as follows:

<u>Tuesday, 31 July</u>	<u>START</u>	<u>FINISH</u>
Mayors and Presidents Forum (separate invitation)	3.30 pm	5.30 pm
Mayors and Presidents Reception (separate invitation)	5.30 pm	7.00 pm
<u>Wednesday, 1 August</u>		
State and Local Government Forum (separate registration)	9.00 am	12.15 pm
Registration for AGM and collection of voting keypads	10.00 am	1.30 pm
Honour Recipients Luncheon (by invitation only)	12.00 pm	1.15 pm
WALGA AGM (including Honours Awards Presentations)	1.30 pm	5.00 pm
Convention Opening Welcome Reception	5.00 pm	6.30 pm
<u>Thursday, 2 August</u>		
ALGWA AGM and Breakfast (separate invitation)	7.00 am	8.30 am
Opening and Convention Sessions	9.00 am	5.30 pm
Convention Gala Dinner	7.00 pm	11:00 pm
<u>Friday, 3 August</u>		
Convention Breakfast	7.30 am	8.45 am
Convention Sessions	9.00 am	3.30 pm

Further details are contained in the Registration Brochure which will be distributed to all Local Governments in May.

WALGA Annual General Meeting

The Annual General Meeting for the Western Australian Local Government Association will be held from 1.30 pm to 5.30 pm on Wednesday, 1 August 2018. This event should be attended by delegates from all Member Local Governments.

Cost for attending the Annual General Meeting

Attendance at the Annual General Meeting is **free of charge** to all Member Local Governments; lunch is not provided. All Convention delegates must register their attendance in advance. Registration for the Opening Welcome Reception that evening must also be notified in advance and will incur a cost for those not registered as a Full Delegate.

Submission of Motions

Member Local Governments are hereby invited to submit motions for inclusion on the Agenda for consideration at the 2018 Annual General Meeting. Motions should be submitted in writing to the Chief Executive Officer of WALGA.

The closing date for submission of motions is COB **Tuesday, 5 June 2018**. *Please note that any motions proposing alterations or amendments to the Constitution of the WALGA must be received by COB **Friday, 11 May 2018** in order to satisfy the 60 day constitutional notification requirements.*

The following guidelines should be followed by Members in the formulation of motions:

- Motions should focus on policy matters rather than issues which could be dealt with by the WALGA State Council with minimal delay.
- Due regard should be given to the relevance of the motion to the total membership and to Local Government in general. Some motions are of a localised or regional interest and might be better handled through other forums.
- Due regard should be given to the timeliness of the motion – will it still be relevant come the Local Government Convention or would it be better handled immediately by the Association?
- The likely political impact of the motion should be carefully considered.
- Due regard should be given to the educational value to Members – i.e. does awareness need to be raised on the particular matter?
- The potential media interest of the subject matter should be considered.
- Annual General Meeting motions submitted by Member Local Governments must be accompanied by fully researched and documented supporting comment.

Criteria for Motions

As per the Corporate Governance Charter, prior to the finalisation of the agenda, the WALGA Executive Committee will determine whether motions abide by the following criteria:

Motions will be included in the Business Paper agenda where they:

1. Are consistent with the objects of the Association (refer to clause 3 of the constitution);
2. Demonstrate that the issue/s raised will concern or are likely to concern a substantial number of Local Governments in WA.;
3. Seek to advance the Local Government policy agenda of the Association and/or improve governance of the Association;
4. Have a lawful purpose (a motion does not have a lawful purpose if its implementation would require or encourage non-compliance with prevailing laws);
5. Are clearly worded and unambiguous in nature;

Motions will not be included where they are:

6. Consistent with current Association advocacy/policy positions. (As the matter has previously considered and endorsed by the Association).

Motions of similar objective:

7. Will be consolidated as a single item.

Submitters of motions will be advised of the Executive Committee's determinations.

Enquiries relating to the preparation or submission of motions should be directed to Margaret Degebrot, Executive Officer Governance on 9213 2036 or via email mdegebrot@walga.asn.au.

Emergency Motions

No motion shall be accepted for debate at the Annual General Meeting after the closing date unless the Association President determines that it is of an urgent nature, sufficient to warrant immediate debate, and delegates resolve accordingly at the meeting. Please refer to the AGM Standing Orders for details.



President Cr Lynne Craigie
President



Ricky Burges
Chief Executive Officer

EMAIL BACK

Voting Delegate Information 2018 Annual General Meeting



TO: Chief Executive Officer

Registered:

All Member Councils are entitled to be represented by two (2) voting delegates at the Annual General Meeting of the WA Local Government Association to be held on Wednesday, 1 August 2018 at the Perth Convention Centre.

Please complete and return this form to the Association by Monday, **2 July 2018** to register the attendance and voting entitlements of your Council's delegates to the Annual General Meeting.

In the event that a Voting Delegate is unable to attend, provision is made for proxy delegates to be registered.

Only registered delegates or proxy registered delegates will be permitted to exercise voting entitlements on behalf of Member Councils. Delegates may be Elected Members or serving officers.

Please Note: All Voting Delegates, whether registered for the Convention or not, will need to present at the WALGA Delegate Service Desk prior to the AGM to collect their electronic voting device (keypad) for voting and identification tag to gain entry into the Annual General Meeting.

VOTING DELEGATES	PROXY Voting Delegates (2)
Name of Voting Delegates (2):	Name of Proxy Voting Delegates (2):
For (Local Government Name): Shire/Town/City of	
Signature Chief Executive Officer _____ (An electronic signature is <u>required</u> if submitting via email)	
Date _____	

ON COMPLETION PLEASE EMAIL TO: mdegebrot@walga.asn.au

Margaret Degebrot, Executive Officer Governance

14 May 2018



Notice
of
Proposed Amendments
to the Association
Constitution

WALGA
Annual General Meeting
Wednesday, 1 August 2018

Notice of Item Proposing Amendments to the Association Constitution

The following item will be presented as an item of business at the WALGA Annual General Meeting to be held on Wednesday, 1 August 2018 at the Perth Convention and Exhibition Centre.

As per Clause 29 of the Constitution, below, amendment to the Constitution requires a resolution passed by special majority by both State Council and at a general meeting.

The amendments to the Constitution detailed in the attached item were endorsed by State Council at their 4 May 2018 meeting. The information contained in this notice will be included in the agenda papers for the Annual General Meeting.

This notice complies with the requirements of Clause 29 (2)(b) that the WALGA Chief Executive Officer must give at least 60 days' notice of any proposal to alter the Constitution.

Clause 29 – Amendment to the Constitution

The Constitution of the Association may be altered, added to or repealed by:

- (1) *A resolution at any meeting of the State Council on the receipt of a special majority of not less than 75% of representatives as, being entitled to do so, vote in person or by their deputy representatives; and*
- (2) *A resolution at an Annual General Meeting or Special General Meeting passed by a majority of not less than 75% of delegates as, being entitled to do so, vote in person or duly authorize a proxy vote to be exercised on their behalf, provided that:*
 - a. *75% of Ordinary Members who are eligible to vote are present or represented; and,*
 - b. *The Chief Executive Officer has given not less than sixty (60) days notice of any proposal to alter, add or repeal the Constitution to all Ordinary Members.*

Proposed Amendments to the WALGA Constitution

By Tony Brown, Executive Manager Governance and Organisational Services and Tim Lane, Manager Strategy and Association Governance

Recommendation

1. That Clause 18 and Clause 19 of the Association Constitution be amended as follows:

I. Clause 18, sub-clause (1) be amended with the addition of the underlined words, as follows:

(1) Following determination of the election of the President pursuant to clause 17 of this Constitution, the State Council shall elect a Deputy President from amongst its metropolitan and country representatives, provided the Deputy President represents the alternate constituency to the President elected pursuant to clause 17.

II. Clause 19 be amended with the addition of the underlined words and the deletion of the strikethrough words, as follows:

(1) If the office of the President becomes vacant or if for any other reason the President is unable to take or hold office at a period which exceeds six months from the date of the next scheduled election for that office, then the State Council shall meet to elect from among their number a President who, subject to this Constitution shall hold the office of President for the balance of the term of the President replaced.

(2) Where a vacancy occurs in the office of President at a period which is six months or less from the date of the next scheduled election for that office, the State Council may convene a meeting to elect from among their number a President who, subject to this Constitution, shall hold the office of President for the balance of the term of the President replaced, or the State Council may in its discretion, determine that the vacancy be filled by the Deputy President until the date of the next scheduled election.

~~(3)~~ An election pursuant to sub-clause 19(1) or sub-clause 19(2) shall cause the office of Deputy President to be declared vacant immediately prior to the conduct of the election.

~~(4)~~ Following an election pursuant to sub-clause 19(1) or sub-clause 19(2) an election pursuant to Clause 19(5) will be conducted for the office of Deputy President from amongst representatives of the alternate constituency to that of the President just elected.

~~(3)~~(5) If the office of Deputy President becomes vacant or if for any other reason the Deputy President is unable to take or hold office, then the State Council shall meet to elect from among their number a Deputy President who shall hold the office for the balance of the term of the Deputy President replaced, provided the Deputy President represents the alternate constituency to that of the President.

(4)(6) A State Council representative elected to fill a vacancy of President or Deputy President pursuant to clause 48 19 shall still be eligible for election to a subsequent two (2) full consecutive terms.

2. That Clause 17A – Rotation of Presidency be added to the Association Constitution, as follows:

17A – Rotation of Presidency

1. At an election for the position of President conducted under sub-clause 17(2), only the incumbent President, subject to complying with sub-clause 17(5), or State Councillors from the alternate constituency to the incumbent President will be eligible to be elected.
2. At an election for the position of President conducted under Clause 19, only State Councillors from the alternate constituency to the incumbent President will be eligible to be elected.

3. That Clause 20 of the Association Constitution be amended with the addition of the underlined words as follows:

A person shall cease or be disqualified from being a representative or deputy representative on the State Council, or from being President or Deputy President of the Association, or from attending State Council in an ex-officio capacity, if that person:

4. That sub-clause 20(j) of the Association Constitution be amended with the addition of the underlined words and the deletion of the strikethrough words as follows:

(j) Is a Councillor that has been suspended by the Minister for Local Government under Part 8 of an Ordinary Member that has been peremptorily suspended under Section 8.15C(2)(c) of the Local Government Act 1995.

5. That sub-clause 10(2) of the Association Constitution be amended with the addition of the underlined words as follows:

(2) Each representative on the State Council shall be entitled to exercise one (1) deliberative vote on any matter considered by the State Council provided that this clause shall not apply to any ex-officio members of the State Council. The President shall exercise a casting vote only, in the event of there being an equality of votes in respect of a matter considered by the State Council but excluding an election held in accordance with Clause 16 in which the President is entitled to a deliberative vote only.

6. That sub-clauses 2(1), 5(7)(a), 9(1)(d), and 31(4)(b) be amended as follows:

- I. That the following strikethrough words be replaced with the following underlined words in sub-clause 2(1):

~~“Local Government Managers Australia” means the Western Australian Division of the Local Government Managers Australia (LGMA), which body is incorporated under the Victorian Companies Act 1961.~~

“Local Government Professionals Australia WA” means the Western Australian Division of Local Government Professionals Australia.

- II. That sub-clause 5(7)(a) of the Association Constitution relating to Associate Members of WALGA be amended with the words “Local Government Managers Australia (LGMA)” to be replaced with the words “Local Government Professionals Australia WA”.
 - III. That sub-clause 9(1)(a) of the Association Constitution relating to ex-officio members of State Council be amended to replace the words “Local Government Managers Australia (LGMA)” with the words “Local Government Professionals Australia WA”.
 - IV That sub-clause 31(4)(b) of the Association Constitution relating to a dispute resolution panel be amended by replacing the word “LGMA” with the words “Local Government Professionals Australia WA”.
7. That sub-clause 14(4a)(h) of the Association Constitution be amended with the addition of the underlined words and the deletion of the strikethrough words as follows:
- (h) Is a Councillor that has been suspended by the Minister for Local Government under part 8 of an Ordinary Member that has been peremptorily suspended under Section 8.15C(2)(c) of the Local Government Act 1995.

In Brief

- A number of potential amendments to the Association Constitution have arisen since the last governance review and Constitutional amendments in 2016;
- Amendment to the Constitution requires endorsement by a special majority of State Council and by a special majority at a WALGA Annual General Meeting;
- The issues identified and discussed in this report are as follows, with each issue corresponding to the numbers of the recommendations above:
 - i. President and Deputy President – Metropolitan and Country Representation;
 - ii. President and Deputy President – Rotation of Presidency between Metropolitan and Country constituencies;
 - iii. State Councillor Eligibility – Ex-officio Members;
 - iv. State Councillor Eligibility – Ministerial Suspension of Council or Councillor;
 - v. Election Procedure – Confirmation that the WALGA President is entitled to vote in elections for the positions of President and Deputy President;
 - vi. Change of Name – Local Government Professionals Australia WA; and,
 - vii. Zone Delegate Eligibility – Ministerial Suspension of Council or Councillor.
- If one or more of the amendments above are endorsed by State Council by special majority an item will be prepared for the 2018 WALGA Annual General Meeting to be held on 1 August.

Background

This item considers a number of potential amendments to WALGA's Constitution that have been raised or identified since the last governance review and amendments to WALGA's Constitution in 2016.

Amendment of the Constitution involves a two-step process, as detailed in Clause 29 of the Constitution, as follows:

The Constitution of the Association may be altered, added to or repealed by:

- (1) A resolution at any meeting of the State Council on the receipt of a special majority of not less than 75% of representatives as, being entitled to do so, vote in person or by their deputy representatives; and
- (2) A resolution at an Annual General Meeting or Special General Meeting passed by a majority of not less than 75% of delegates as, being entitled to do so, vote in person or duly authorize a proxy vote to be exercised on their behalf, provided that:
 - a. 75% of Ordinary Members who are eligible to vote are present or represented; and,
 - b. The Chief Executive Officer has given not less than sixty (60) days notice of any proposal to alter, add or repeal the Constitution to all Ordinary Members.

This report considers six issues put forward for Constitutional Amendment, with each issue corresponding to the numbered recommendations, as follows:

1. President and Deputy President – Metropolitan and Country Representation
2. President and Deputy President – Rotation of Presidency between Metropolitan and Country constituencies
3. State Councillor Eligibility – Ex-officio Members
4. State Councillor Eligibility – Ministerial Suspension of Council or Councillor
5. Election Procedure – Confirmation that the WALGA President is entitled to vote in elections for the positions of President and Deputy President
6. Change of Name – Local Government Professionals Australia WA
7. Zone Delegate Eligibility – Ministerial Suspension of Council or Councillor

Comment

Background and secretariat comment for the following issues have been combined below on a per-issue basis.

Issue 1 – President and Deputy President: Metropolitan and Country Representation

An emerging issue was raised at the March 2018 meeting of State Council in relation to the representation of both the Metropolitan and Non-metropolitan constituencies in the positions of President and Deputy President of WALGA.

Following consideration of this issue, State Council resolved as follows:

That an item for decision be prepared for the May 2018 State Council agenda to provide consideration to proposed amendments to the WALGA Constitution and

Corporate Governance Charter to ensure representation from both Metropolitan and Country constituencies for the President and Deputy President positions.

Since the formation of WALGA as the single Local Government association in 2001, there has been a convention that the President and Deputy President would be elected from opposite constituencies. That is, if the President is from the country constituency, the Deputy President would be elected from the metropolitan constituency and vice-versa.

This convention has not been challenged or broken in the 17 years since WALGA's formation, although it is possible that State Council could elect a President and Deputy President from the same constituency.

The argument in favour of this Constitutional amendment is that it would ensure that the Deputy President is drawn from the alternate constituency from that of the President, ensuring representation for both constituencies.

The argument against this Constitutional amendment is that it reduces the decision-making function of State Council to elect the 'best person for the job' and, as the convention has not been broken since WALGA's formation, it may not be an issue that requires regulation via Constitutional amendments.

To effect the change, amendments are required to Clause 18 – Deputy President, and to Clause 19 – Vacancy: President and Deputy President.

The following amendment is proposed to Clause 18 – Deputy President, by adding the underlined text as follows:

- (1) Following determination of the election of the President pursuant to clause 17 of this Constitution, the State Council shall elect a Deputy President from amongst its metropolitan and country representatives, provided the Deputy President represents the alternate constituency to the President elected pursuant to clause 17.
- (2) The Deputy President shall be elected by the State Council at the first Ordinary Meeting of State Council of an even numbered year. The Deputy President's term shall commence from the date of election and shall conclude on the day of the first Ordinary Meeting of State Council of the following even numbered year.
- (3) Prior to expiration of a term of office, a Deputy President may seek re-election for a consecutive term.
- (4) Where a Deputy President seeks and is re-elected for a consecutive term, that person shall not hold office beyond two (2) full consecutive terms.

The proposed amendment above would sufficiently address the issue for regular, end-of-term elections following the election of a new State Council.

However, where a vacancy arises in the office of President, the election of a replacement President would need to ensure that metropolitan and country representation remains in the two positions. Ensuring continued representation of both constituencies in the event of a casual vacancy in the office of President could be addressed in one of two ways, both of which have pros and cons.

Either:

- A. The replacement President must be drawn from same constituency as the current President. That is, if the WALGA President is from the country constituency, election of the replacement President for the balance of the President's term must be drawn from the country constituency.

Or:

- B. The office of Deputy President is declared vacant at the time the election for President is held. This would enable State Council to elect a President from amongst all members with the subsequent election for Deputy President being limited to the alternate constituency.

Option A – Replacement President from the same constituency – limits the options of State Council in electing a President to half of State Council, the half representing the same constituency as the departing President. While this may be appropriate in some circumstances, it does not necessarily provide State Council with the ability to elect the 'best person for the job'. Secondly, the Deputy President may be an appropriate candidate for the position of President, but would be unable to nominate for the position under this scenario unless they resigned from the position of Deputy President.

Option B – Office of Deputy President declared vacant at election of President – addresses the issues with Option A outlined above in that State Council would be able to elect a President from amongst all State Councillors, including the Deputy President who may be suitable. However, it may not be considered appropriate that the Deputy President loses office due to the resignation or inability of the President to continue in the role.

On the basis that electing a President from amongst all State Councillors is considered the most important criteria, amendments in accordance with Option B have been drafted to Clause 19 – Vacancy: President and Deputy President – by adding the underlined text and amending the numbering as follows:

- (1) If the office of the President becomes vacant or if for any other reason the President is unable to take or hold office at a period which exceeds six months from the date of the next scheduled election for that office, then the State Council shall meet to elect from among their number a President who, subject to this Constitution shall hold the office of President for the balance of the term of the President replaced.
- (2) Where a vacancy occurs in the office of President at a period which is six months or less from the date of the next scheduled election for that office, the State Council may convene a meeting to elect from among their number a President who, subject to this Constitution, shall hold the office of President for the balance of the term of the President replaced, or the State Council may in its discretion, determine that the vacancy be filled by the Deputy President until the date of the next scheduled election.
- (3) An election pursuant to sub-clause 19(1) or sub-clause 19(2) shall cause the office of Deputy President to be declared vacant immediately prior to the conduct of the election.
- (4) Following an election pursuant to sub-clause 19(1) or sub-clause 19(2) an election pursuant to Clause 19(5) will be conducted for the office of Deputy President from amongst representatives of the alternate constituency to that of the President just elected.

- (3)(5) If the office of Deputy President becomes vacant or if for any other reason the Deputy President is unable to take or hold office, then the State Council shall meet to elect from among their number a Deputy President who shall hold the office for the balance of the term of the Deputy President replaced, provided the Deputy President represents the alternate constituency to that of the President.
- (4)(6) A State Council representative elected to fill a vacancy of President or Deputy President pursuant to clause 48 19 shall still be eligible for election to a subsequent two (2) full consecutive terms.

Issue 2 – Rotation of Presidency between Metropolitan and Country Constituencies

Similar to issue 1, above, the Governance and Organisational Services Policy Team of State Council considered the issue of the Presidency of the Association being rotated between the Metropolitan and Country constituencies.

Again, this has been managed since WALGA's formation in 2001 by convention. When a President has retired or stepped down from the role, a representative from the other constituency (often the serving Deputy President) has been elected to the Presidency.

At their recent meeting, the Governance and Organisational Services Policy Team of State Council requested that the issue of rotating the Presidency between the constituencies on a formal basis through Constitutional amendments be considered.

The Policy Team resolved:

That an item for decision be prepared for the May 2018 State Council agenda to provide amendments to the WALGA Constitution and Corporate Governance Charter to cover the following issues:

- *That the position of WALGA President transfers between the two constituencies following the completion of the incumbent's entitlement to be elected for two full consecutive terms.*

Similar to Issue 1, above, implementation of this concept through Constitutional amendment has pros and cons. While, an amendment of this nature would ensure rotating representation of metropolitan and country constituencies in the office of President, it could also limit State Council's prerogative to elect the 'best person for the job'.

This proposal raises a number of scenarios that are not necessarily simple to deal with through Constitutional amendments. For instance, depending on the amendments to the Constitution, issues could arise if a President resigns part way through a term, or even if a President only completes one two-year term.

For example, if a President from the metropolitan constituency resigned after one two-year term, there would be three possible scenarios:

1. The country constituency could then have a claim to the Presidency as it would be the country's turn and only State Councillors from the country constituency would be eligible to be elected;
2. A replacement President could be elected from the metropolitan constituency as the metropolitan constituency had only held the Presidency for two years (the newly

- elected President may then expect to be re-elected for a second term, lengthening the reign of the metropolitan constituency to six years, thereby causing further issues); or,
3. State Council could elect a President from either constituency, as per current arrangements.

One option could be to only 'force' the rotation of the Presidency once the President has completed two terms, however this could create an issue if a President resigned part way through their second term as the replacement President would then be 'entitled' to two terms before a constitutionally enforceable rotation of the Presidency.

In the interest of simplicity it is suggested that a new Clause 17A be added to the Constitution to ensure rotation of the office of Presidency no matter the length of time served by the President:

17A – Rotation of Presidency

3. At an election for the position of President conducted under sub-clause 17(2), only the incumbent President, subject to complying with sub-clause 17(5), or State Councillors from the alternate constituency to the incumbent President will be eligible to be elected.
4. At an election for the position of President conducted under Clause 19, only State Councillors from the alternate constituency to the incumbent President will be eligible to be elected.

This would mean, at any election for President, only the incumbent President or State Councillors from the alternate constituency would be eligible to nominate. If the President has retired or has completed two full terms (as per sub-clause 17(5)), only State Councillors from the alternate constituency would be eligible to nominate and be elected.

Issue 3 – State Councillor Eligibility: Ex-officio Members

At the July 2017 State Council meeting, an emerging issue was considered in relation to the continuing eligibility of to serve on State Council following a serious breach of the *Local Government Act 1995*.

State Council resolved as follows:

That:

1. *The issue of amending the Constitution relating to State Councillor, ordinary or ex officio, eligibility be considered by the Governance Policy Team;*
2. *The Policy Team to consider the implications of amending the Constitution so that if any State Councillor, ordinary or ex officio, is found guilty of a serious breach of the Local Government Act 1995, as amended, that person will become ineligible to become or continue as a State Councillor, ordinary or ex officio.*

As per State Council's resolution above, the Governance and Organisational Services Policy Team considered this issue at their March 2018 meeting and resolved as follows:

That an item for decision be prepared for the May 2018 State Council agenda to provide amendments to the WALGA Constitution and Corporate Governance Charter to cover the following issues;

- *That if any State Councillor, ordinary or ex officio, is found guilty of a serious breach of the Local Government Act 1995, as amended, that person will become ineligible to become or continue as a State Councillor, ordinary or ex officio.*

Clause 20, sub-clause (e) disqualifies a representative or deputy representative from serving on the State Council if that person is convicted of an offence under the *Local Government Act 1995*.

To give effect to the Policy Team's recommendation, an amendment is required to clarify that Clause 20 of the Constitution also applies to ex-officio members, with the addition of the underlined text, as per below:

A person shall cease or be disqualified from being a representative or deputy representative on the State Council, or from being President or Deputy President of the Association, or from attending State Council in an ex-officio capacity, if that person:

- (a) Dies;
- (b) Ceases to be a Councillor of the Ordinary Member;
- (c) Resigns the position by notice in writing delivered or sent by post to the Chief Executive Officer, and such resignation is accepted;
- (d) Is a member of State or Federal Parliament;
- (e) Is convicted of an offence under the *Local Government Act 1995*;
- (f) Is permanently incapacitated by mental or physical ill-health;
- (g) Is absent from more than 3 consecutive State Council meetings;
- (h) Is a member of a Local Government that ceases to be a member of the Association;
- (i) Is the subject of a resolution passed by the Zone from which that person was originally elected terminating his or her appointment as a representative or deputy representative of that Zone, except where that person is the subject of any resolution consequent upon his or her being elected President of the Association and in pursuance of sub-clause 17(4); or,
- (j) Is a Councillor of an Ordinary Member that has been peremptorily suspended under Section 8.15C(2)(c) of the *Local Government Act 1995*.

Issue 4 – State Councillor Eligibility: Ministerial Suspension of Council or Councillor

A further issue relating to State Councillor eligibility relates to the suspension of Councils and the proposed amendment to the *Local Government Act 1995* to enable the Minister for Local Government to stand down an individual Elected Member.

Currently sub-clause 20(j) of the Constitution states that a State Councillor will not be eligible to be elected or to continue on State Council if “a Councillor of an Ordinary Member that has been peremptorily suspended under Section 8.15C(2)(c) of the *Local Government Act 1995*.”

It is the opinion of the secretariat that sub-clause 20(j) is too specific as Councils can also be suspended under Section 8.19 of the *Local Government Act 1995*. Further, if the *Local Government Amendment (Suspension and Dismissal) Bill 2018* passes the Parliament, as expected, the Minister for Local Government will also have the power to suspend individual Elected Members.

It is therefore recommended that sub-clause 20(j) be amended to clarify that a State Councillor who is suspended or stood down by the Minister using various sections of the *Local Government Act 1995* is not eligible to be elected to, or continue on, State Council, as follows:

A person shall cease or be disqualified from being a representative or deputy representative on the State Council, or from being President or Deputy President of the Association if that person:

- (a) Dies;
- (b) Ceases to be a Councillor of the Ordinary Member;
- (c) Resigns the position by notice in writing delivered or sent by post to the Chief Executive Officer, and such resignation is accepted;
- (d) Is a member of State or Federal Parliament;
- (e) Is convicted of an offence under the Local Government Act 1995;
- (f) Is permanently incapacitated by mental or physical ill-health;
- (g) Is absent from more than 3 consecutive State Council meetings;
- (h) Is a member of a Local Government that ceases to be a member of the Association;
- (i) Is the subject of a resolution passed by the Zone from which that person was originally elected terminating his or her appointment as a representative or deputy representative of that Zone, except where that person is the subject of any resolution consequent upon his or her being elected President of the Association and in pursuance of sub-clause 17(4); or,
- (j) Is a Councillor that has been suspended by the Minister for Local Government under Part 8 of an Ordinary Member that has been peremptorily suspended under Section 8.15C(2)(c) of the Local Government Act 1995.

Issue 5 – Election Procedure – Confirmation that the WALGA President is entitled to vote in elections for the positions of President and Deputy President

Another clarification that has arisen is to confirm that the incumbent President is entitled to vote in elections for President and Deputy President of WALGA.

The Constitution is clear that the President does not exercise a deliberative vote on matters before State Council (but does have a casting vote if there is an equality of votes), but the Constitution is silent on whether the President is entitled to vote in elections. It has been standard operating practice that the President has voted in elections for the position of President and Deputy President.

Clause 10 – Proceedings of State Council, sub-clause (2) relates to the President's voting and it is proposed that it be amended with the addition of the underlined words, as follows to make clear that the President may vote for office bearer positions:

- (2) Each representative on the State Council shall be entitled to exercise one (1) deliberative vote on any matter considered by the State Council provided that this clause shall not apply to any ex-officio members of the State Council. The President shall exercise a casting vote only, in the event of there being an equality of votes in respect of a matter considered by the State Council but excluding an election held in accordance with Clause 16 in which the President is entitled to a deliberative vote only.

Issue 6 – Change of Name – Local Government Professionals Australia WA

Following the change of name of the Local Government Managers Australia (LGMA) to Local Government Professionals Australia WA it is proposed that the following sub-clauses be amended to reflect the name change:

- 2(1)
- 5(7)(a)

- 9(1)(d)
- 31(4)(b)

Issue 7 – Zone Delegate Eligibility: Ministerial Suspension of Council or Councillor

Similar to Issue 4 above, this amendment proposes that sub-clause 14(4a)(h) be amended to clarify that a Zone delegate who is suspended or stood down by the Minister using various sections of the *Local Government Act 1995* is not eligible to be elected to, or continue on, the Zone, as follows:

- (4a) The term of a person who is a delegate of a member of a Zone expires when the person:
- (a) dies;
 - (b) ceases to be a Councillor of the Ordinary Member;
 - (c) resigns the position by notice in writing given to the Ordinary Member who elected or appointed the person as its delegate and the resignation is accepted;
 - (d) becomes a member of State or Federal Parliament;
 - (e) is convicted of an offence under the *Local Government Act 1995*;
 - (f) is permanently incapacitated by mental or physical ill-health;
 - (g) is the subject of a resolution passed by the Ordinary Member who appointed the person as its delegate terminating their appointment as the delegate of that Ordinary Member; or
 - (h) Is a Councillor that has been suspended by the Minister for Local Government under part 8 of an Ordinary Member that has been peremptorily suspended under Section 8.15C(2)(c) of the Local Government Act 1995.

Program

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REGISTER
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REGISTRATION
BROCHURE

TUESDAY, 31 JULY

- 3:30pm – 5:30pm Mayors and Presidents' Forum (PCEC) - by invitation only
- 5:30pm – 7:00pm Mayors and Presidents' Reception - by invitation only

WEDNESDAY, 1 AUGUST

- 7:00am – 9:00am Council Controlled Organisations – How Local Government Can Meet Market Failure (separate registration)
- 9:15am - 12:30pm State & Local Government Forum** (separate registration)
- 10:00am Delegate Service Desk open for Convention Registration (PCEC Level 2)
- 12:00pm – 1:15pm 2018 WALGA Honours Recipients Luncheon - by invitation only
- 12:30pm - 1:15pm Lunch for State & Local Government Forum Attendees
- 1:30pm – 5:00pm WALGA Annual General Meeting** (includes presentation of Honours Awards)
- 5:00pm – 6:30pm Convention Opening Welcome Reception**

THURSDAY, 2 AUGUST

- 7:00am Delegate Service Desk open for Registration (PCEC Level 2)
- 7:00am – 8:30am ALGWA (WA) AGM and Breakfast
- 7:00am – 8:45am PHAIWA Children's Health and Wellbeing Awards and Breakfast. To register for this breakfast please visit www.phaiwa.org.au (<http://www.phaiwa.org.au>)
- 9:00am Session 1 Opening Keynote**
Anh Do *appears by arrangement with Saxton Speaker Bureau*
- 10:15am – 11:00am Refreshments
- 11:00am Session 2 Big Picture Economy**
Dr Geoff Raby *appears by arrangement with Saxton Speaker Bureau*
- Session 3 Demographic Snapshot of Australia: now and towards 2020**
Mark McCrindle
- 12:30pm - 1:30pm Lunch
- 1:30pm Session 4 Concurrent Sessions**
All delegates will be asked to indicate session preference when registering to assist with venue planning.
Sess 4-1 Leading Local Economies
Sess 4-2 Too Toxic to Talk
Sess 4-3 Changing Nature of Communities & Empowering your Community and Creating Great Places

**READY &
RELEVANT****WA LOCAL GOVERNMENT CONVENTION 2018
PROGRAM**

Sess 4-4 Field Trip: Nature Play WA 'Walkshop'*
Sess 4-5 Field Trip: White Gum Valley Estate*

** Due to limited space, registration for field trips will be conducted using a ballot system. Following the close of registration on Tuesday, 3 July, all registered delegates interested in attending a Field Trip(s), will be placed into a draw and notified. Delegates interested in joining a field trip will also be asked to indicate a second preference when registering, should they not be successful during the ballot process.*

3:00pm - 3:45pm	Refreshments
3:45pm	Banners in the Terrace Awards
4:00pm	Session 5 The Granny Whisperer Billie Jordan
7:00pm - 11:00pm	Gala Dinner , BelleVue Ballroom, PCEC

FRIDAY, 3 AUGUST

7:00am	Delegate Service Desk open
8:00am - 9:15am	Convention Breakfast with Brad Hogg <i>Brad Hogg appears by arrangement with Cheri Gardiner & Associates</i>
9:30am	Session 6 Conversations Mark Latham, former Federal Labor Leader Jacqui Lambie, former Senator Liam Bartlett, 60 Minutes reporter, award winning broadcaster and journalist <i>Liam Bartlett appears by arrangement with Cheri Gardiner & Associates</i>
10:45am - 11:30am	Refreshments
11:30am	Session 7 Concurrent Sessions <i>All delegates will be asked to indicate session preference when registering to assist with venue planning.</i> Sess 7-1 How Prepared Are We? Sess 7-2 South West Native Title Settlement and Local Government Sess 7-3 Getting Professional Performance from Non-Professionals Sess 7-4 Field Trip: Nature Play WA 'Walkshop'* Sess 7-5 Field Trip: City of Cockburn Landfill, Community Drop-off Facility, Household Hazardous Waste Facility, Resource Recovery Workshop and Reuse Shop Tour *
1:00pm - 2:00pm	Lunch
2:00pm	Session 8 World Famous Conference Ending Summary Paul Huschilt Official Close of the 2018 Local Government Convention
3:00pm - 3:30pm	Refreshments



**DELEGATIONS
REGISTER
APRIL 2017**

POWERS OF DELEGATION – LOCAL GOVERNMENT ACT 1995

DELEGATION OF SOME POWERS AND DUTIES TO CERTAIN COMMITTEES

Local Government Act 1995 – Section 5.16

5.16. Delegation of some powers and duties to certain committees

- (1) *Under and subject to section 5.17, a local government may delegate* to a committee any of its powers and duties other than this power of delegation.
* 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.*
- (3) *Without limiting the application of sections 58 and 59 of the Interpretation Act 1984 —
(a) a delegation made under this section has effect for the period of time specified in the delegation or if no period has been specified, indefinitely; and
(b) any decision to amend or revoke a delegation under this section is to be by an absolute majority.*
- (4) *Nothing in this section is to be read as preventing a local government from performing any of its functions by acting through another person.*

5.17. Limits on delegation of powers and duties to certain committees

(1) *A local government can delegate —*

(a) to a committee comprising council members only, any of the council's powers or duties under this Act except —

- (i) any power or duty that requires a decision of an absolute majority or a 75% majority of the local government; and*
- (ii) any other power or duty that is prescribed; and*

(b) to a committee comprising council members and employees, any of the local government's powers or duties that can be delegated to the CEO under Division 4; and

(c) to a committee referred to in section 5.9(2)(c), (d) or (e), any of the local government's powers or duties that are necessary or convenient for the proper management of —

- (i) the local government's property; or*
- (ii) an event in which the local government is involved.*

(2) A local government cannot delegate any of its powers or duties to a committee referred to in section 5.9(2)(f).

5.18. Register of delegations to committees

A local government is to keep a register of the delegations made under this Division and review the delegations at least once every financial year.

DELEGATION OF SOME POWERS AND DUTIES TO CHIEF EXECUTIVE OFFICER

Local Government Act 1995 – Section 5.42

(1) A local government may delegate* to the CEO 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 and this power of delegation.

* 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.

It is important to note that not all delegations in this Register are delegations made under the *Local Government Act 1995*. Although the *Local Government Act 1995* allows delegation only to the Chief Executive Officer, other Acts allow delegations to be made direct to other employees, eg Health Act, Dog Act. In some instances other Acts do not give the authority for the person delegated the power to sub-delegate. In these instances if the delegation is made to the CEO, the CEO could not sub-delegate. This Register attempts to ensure delegations are made to the employee whose task it is to enforce the Act concerned.

LIMITS ON DELEGATIONS TO CHIEF EXECUTIVE OFFICERS

Local Government Act 1995 – Section 5.43

A local government cannot delegate to a CEO 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, 5.99 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;*
- (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.*

CHIEF EXECUTIVE OFFICER MAY DELEGATE POWERS AND DUTIES TO OTHER EMPLOYEES

Local Government Act 1995 – Section 5.44

- (1) *A CEO may delegate to any employee of the local government the exercise of any of the CEO’s powers or the discharge of any of the CEO’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.*

ACTING THROUGH ANOTHER PERSON

Local Government Act 1995 – Section 5.45 (2)

Nothing in this Division (Division 4 – Local Government Employees) is to be read as preventing –

- (a) *a local government from performing any of its functions by acting through a person other than the CEO; or*
- (b) *a CEO from performing any of his or her functions by acting through another person.*

The key difference between a delegation and “acting through” is that a delegate exercises the delegated decision making function in his or her own right. The principal issue is that where a person has no discretion in carrying out a function, then that function may be undertaken through the “acting through” concept. Alternatively, where the decision allows for discretion on the part of the decision maker, then that function needs to be delegated for another person to have that authority.

The functions of a local government are spelt out in Section 3.1, “General Function” and Division 2 and Division 3 of Part 3 of the *Local Government Act 1995*.

The functions of the CEO are set out in Section 5.41 of the *Local Government Act 1995*. The CEO can act through another person by giving instructions to that person to undertake one or more of those functions.

Acting Through Example:

Function of the CEO - S5.41 (g) of the Local Government Act

CEO includes in the job description of the Deputy Chief Executive Officer that he or she shall:

“Review the performance of each employee under his/her supervision who is employed for a term of more than one year at least once in relation to every year of the employment”.

Records Management: Ensure that evidentiary documents that meet the requirements of Local Government (Administration) Regulations 1996 reg.19. Delegate to keep certain records (Act s5.46(3)), are retained in the record keeping system.

Contents

FOREWORD	1
POWERS OF DELEGATION – LOCAL GOVERNMENT ACT 1995.....	1
PART 1 - ADMINISTRATION.....	7
1.1 Appointment of Authorised Persons.....	7
1.2 Payments from Municipal, Reserve And Trust Funds.....	9
1.3 Property Disposal	10
1.4 Minor Contract Variation	11
1.5 Inviting Tenders for Providing Goods and Services and Determining the Criteria for Assessing Tenders.....	12
1.6 Certain Things to be Done in Respect of Land	14
1.7 Additional powers when notice is given to the owner or occupier of land under s. 3.25.....	15
1.8 Powers of Entry	16
1.9 Administer the Shire’s Local Laws	17
1.10 Use of the Shire Logo.....	18
PART 2 - FINANCE	19
2.1 Rates	19
2.2 Investment of Surplus Funds	21
2.3 Community Funding	22
2.4 Write-Off of Money Owing	23
PART 3 - ENGINEERING	24
3.1 Temporary Road Closure	24
3.2 Temporary Closure of Thoroughfares Events	26
PART 4 – BUILDING, HEALTH AND ENVIRONMENT	27
4.1 Grant of Building Permit.....	27
4.2 Grant of Demolition Permit.....	28
4.3 Grant Occupancy Permit and Building Approval Certificate.....	29
4.4 Appoint Authorised Persons	31
4.5 Building Orders	32
4.6 Food Act 2008 - Prohibition Orders.....	34
4.7 Registration of Food Businesses	35
4.8 Appoint Authorised Officers	36
4.9 Prosecutions	37
4.10 Appointment of Officers	38
4.11 Cat Act 2011 - Registration	39
4.12 Cat Act 2011 – Appointment of Authorised Persons.....	40
4.13 Cat Act 2011 – Breeder Approval.....	41
4.14 Dog Act 1976.....	42

4.15 Bush Fires Act 1954 43

PART 1 - ADMINISTRATION

1.1 Appointment of Authorised Persons	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<p><i>Local Government Act 1995:</i></p> <p>s.5.42 Delegation of some powers or duties to the CEO</p> <p>s.5.43 Limitations on delegations to the CEO</p>
Power / Duty Delegated:	<p><i>Local Government Act 1995:</i></p> <p>s. 9.10(1) Appointment of Authorised Persons;</p> <p>s. 3.24 Authorising persons under this subdivision (Part 3, Division 3, Subdivision 2 – Certain provisions about land)</p>
Delegation to:	Chief Executive Officer
<p>Function:</p> <p><i>This is a precis only.</i></p> <p><i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i></p>	<p>The Chief Executive Officer is delegated the authority to appoint and authorise persons to exercise the powers and duties of an authorised person as set out in the Local Government Act 1995 –</p> <ul style="list-style-type: none"> • Section 3.25 – Notices requiring certain things to be done by owner or occupier of land; • Section 3.31 – Power to enter property; • Sections 3.39 – 3.48 – Power to remove, impound and dispose; • Section 9.10 – Power to appoint authorised persons to perform particular functions; • Section 9.11 – Persons committing breach of Act to give name, address and date of birth; • Section 9.13 – Onus of proof in vehicle offences; • Section 9.16 – Issue infringement notices; • Section 9.24 – Commencing prosecutions. <p>To appoint and authorise persons to exercise the powers and duties of an authorised person under the Shire's Local Laws.</p>
Conditions:	Nil
Power of Sub-Delegation:	<p><i>Local Government Act 1995:</i></p> <p>s.5.44 CEO may delegate some powers and duties to other employees</p>

CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	The CEO is to be satisfied that any person the subject of an authorisation appointment is appropriately trained and, where necessary, qualified.
Record Keeping:	
Version Control:	
1.	

1.2 Payments from Municipal, Reserve And Trust Funds	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995, s. 6.7(2) & 6.9(2) & (3) Local Government (Financial Management) Regulations 1996, r. 12(1)(a) & 13.</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Make payments from the Shire Municipal, Reserve and Trust Funds for purposes duly authorised by the <i>Local Government Act 1995</i> and for which provision has been made in the Council budget.
Conditions:	Payments must be made in accordance with Council's Purchasing Policy and Council approved budget for the financial year.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Make payments from the: <ul style="list-style-type: none"> • Municipal Fund by two (2) authorised signatories. • Trust Fund by two (2) authorised signatories. • Reserve Fund by two (2) authorised signatories
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All payments are reported to Council in the monthly statements of accounts paid under delegation.
Version Control:	
1.	

1.3 Property Disposal	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	Local Government Act 1995 – s3.58 <i>Local Government (Functions and General) Regulations 1996</i> , r. 30 ‘Exemptions’
Delegation to:	Chief Executive Officer
Function:	Authority to dispose of property that is surplus to the requirements of the Local Government: (1) at public auction; (2) by public tender; or (3) by private treaty; in accordance with the provisions of Section 3.58 unless exempt under regulation 30 of the <i>Local Government (Functions and General) Regulations 1996</i>
Conditions:	Any disposal is to be recorded and reported to Council in the Monthly Financial Statement. “Property” includes the whole or any part of the interest of a local government in property, but does not include money.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO’s Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	All disposals are reported to Council in the monthly statements of accounts paid under delegation.
Version Control:	
1.	

1.4 Minor Contract Variation	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	Local Government Act 1995 – s9.49B
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Make, vary or discharge all written contracts and agreements.
Conditions:	New contracts/agreements and variations to existing contracts/agreements <ul style="list-style-type: none"> • Less than \$20,000 – no conditions. • \$20,000 - \$99,999.99 – written evaluation must be conducted of new or varied contracts prior to signing. • Over \$100,000 and over (\$250,000 for period supply contracts) – Council to approve new contracts or variations to existing contracts where the total contract value (including any varied amounts) exceeds \$150,000 (\$250,000 for period supply contracts). Any contract variation is to be recorded and reported to Council in the Monthly Financial Statement.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	Any contract variation is to be recorded and reported to Council in the Monthly Financial Statement.
Version Control:	
1.	

1.5 Inviting Tenders for Providing Goods and Services and Determining the Criteria for Assessing Tenders	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> S. 3.57, s. 3.47 <i>Local Government (Functions and General) Regulations 1996:</i> Reg 11, 13, 14(2a) and (5), 18(2), (4), (4a), (5), (6) and (7), 20, 21, 23
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to determine: <ul style="list-style-type: none"> • to call tenders [F&G Reg 11]; • to call tenders for the disposal of impounded goods in accordance with section 3.58 [s.3.47]; • to invite tenders though not required to do so [F&G Reg 13]; • the criteria for accepted tenders [F&G Reg 14(2a)]; • to vary tender information after public notice of invitation to tender and before the close of tenders [F&G Reg.14(5)]; • seek clarification from tenderers in relation to information contained in their tender submission [F&G Reg.18(4a)]; • to evaluate tenders and decide which is the most advantageous [F&G Reg.18(4)]; • to accept or reject tenders [F&G Reg18(2) and (4)]; • to decline any tender [F&G Reg.18(5)]; • to accept another tender where within 6-months of either accepting a tender a contract has not been entered into OR the successful tenderer agrees to terminate the contract [F&G Reg.18 (6) and (7)]; • minor variations before entering into a contract [F&G Reg 20]; • when to seek Expressions of Interest and to invite Expressions of Interest to supply goods or services [F&G Reg 21]; • consider Expressions of Interest which have not been rejected and determine those which are capable of satisfactorily providing the goods or services, for listing as acceptable tenderers [Reg.23].

Conditions:	<p>This delegation applies to the procurement of goods and services that have been considered by Council and included in the Shire's annual budget.</p> <p>The invitation will be in accordance with legislative requirements and subject to Council's Purchasing Policy.</p> <p>All tenders and tender evaluation reports will be formally presented to Council for final determination on awarding the tender.</p>
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	All purchases are reported to Council in the monthly statements of Accounts paid under delegation.
Version Control:	
1.	

1.6 Certain Things to be Done in Respect of Land	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> s. 3.25(1)
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer be delegated authority to exercise the powers under section 3.25(1) of the <i>Local Government Act 1995</i> .
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Manager Assets and Works
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	
Version Control:	
1.	

1.7 Additional powers when notice is given to the owner or occupier of land under s. 3.25	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> s. 3.26(2)
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is given to the CEO to do anything necessary to achieve the purpose for which a notice has been given.
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	
Version Control:	
1.	

1.8 Powers of Entry	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> s. 3.34(1)
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is delegated authority to exercise all of the powers and duties of the local government in respect to the powers of entry upon land as contained in Section 3.28 to 3.36 inclusive of the <i>Local Government Act 1995</i> .
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Manager Assets and Works Shire Ranger
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	
Version Control:	
1.	

1.9 Administer the Shire's Local Laws	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	Shire of Dowerin Local Laws
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to administer the Shire's local laws and to do all other things that are necessary or convenient to be done for, or in connection with, performing the functions of the Shire under the Shire's local laws.
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Manager Assets and Works Shire Ranger
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	
Version Control:	
1.	

1.10 Use of the Shire Logo	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer has delegated authority to grant approvals to external organisations in regard to use of the Shire of Dowerin logo.
Conditions:	All use to have a positive reflection on the Shire.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Coordinator Community and Economic Development; and Coordinator Governance and Organisational Development
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	A register of all organisations with approval to use the Shire logo is maintained.
Version Control:	
1.	

PART 2 - FINANCE

2.1 Rates	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> s. 6.39(2), s. 6.49, s. 6.50(1) & (2), s. 6.56(1), s. 6.60(2), s. 6.60(4), s. 6.64, and s. 6.76(4), (5), (6).
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is hereby delegated authority to: <ol style="list-style-type: none"> 1. Amend the rate record as specified in s. 6.39(2). 2. Enter into an agreement with a person for the payment of rates or service charges in accordance with s. 6.49. 3. Determine the date on which rates or service charges become due and payable under s. 6.50(1) & (2). 4. Recover a rate or service, as well as the costs of proceedings, where it remains unpaid after it becomes due under s. 6.56(1). 5. Grant an extension of time for a person to make an objection to the rate record under s. 6.76(4). 6. Consider an objection to a rate record, either allowing or disallowing it, wholly or in part. In accordance with s. 6.76(5), and to serve notice of the decision and a statement of reasons for the decision upon the person lodging the objection in accordance with s. 6.76(6). 7. Give notice to a lessee of land in respect of which there is an unpaid rate or service charge to require the lessee to pay the rent to the local government in accordance with s. 6.60(2). 8. Recover the amount of the rate or service charge as a debt from the lessee if the rent is not paid in accordance with the notice (s. 6.60(4)) 9. Commence proceedings under s. 6.64 to recover rates owing to the Shire.
Conditions:	Develop a Debt Recovery Policy for Council to consider.

Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Manager Finance and Corporate Services
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	Ensure full record of each decision is lodged on the Shire Rates Database in Synergy.
Version Control:	
1.	

2.2 Investment of Surplus Funds	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995 – s. 6.14(1)</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is delegated authority to invest funds held in the municipal fund or the trust fund of the local government that is not, for the time being, required by the local government for any other purpose, in accordance with Part III of the <i>Trustees Act 1962</i> .
Conditions:	All investments are to be reported to the Finance Committee and to Council.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Manager Finance and Corporate Services
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	
Version Control:	
1.	

2.3 Community Funding	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995 – s. 6.7(2)</i> <i>Local Government (Financial Management) Regulations reg. 12(1)(a)</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is delegated the authority to approve community funding subject to the annual Budget to a maximum value of \$100 per application.
Conditions:	Subject to budgetary availability. The total of any cash donations made under this delegated authority in any one year shall not exceed the amount provided for that purpose in Council's Budget without formal Council approval.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All donations are reported to Council in the monthly statements of accounts paid under delegation.
Version Control:	
1.	

2.4 Write-Off of Money Owing	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995 – s6.12(1)(b) & (c)</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is delegated the authority to waive or grant concessions in relation to any amount of money or write off any amount of money (except rates and service charges) that is owed to the Shire to a maximum of \$200.00.
Conditions:	This delegation does not apply to waiving or granting concessions on any amount of money owing in respect of rates and service charges. The maximum amount \$200 for any one debt.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil.
Sub-Delegation Conditions:	Nil.
Record Keeping:	
Version Control:	
1.	

PART 3 - ENGINEERING

3.1 Temporary Road Closure	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995</i> – section 5.42
Power / Duty Delegated:	<i>Local Government Act 1995</i> Section 3.50 Closing certain thoroughfares to vehicles; Section 3.50A Partial closure of thoroughfares for repairs or maintenance; Section.3.51 Affected owners to be notified of certain proposals.
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is granted to – <ul style="list-style-type: none"> • To close a thoroughfare managed by the Shire (wholly or partially) to vehicles for a period of less than 4-weeks, after giving local public notice of the intention to do so (s. 3.50(1)). • To close a thoroughfare managed by the Shire (wholly or partially) to vehicles for a period of more than 4-weeks, after giving local public notice of the intention to do so and allowing submissions to be made and considered in accordance with s3.50(4) and (5) (s. 3.50(1a)). • To partially and temporarily close a thoroughfare for repairs or maintenance without giving local public notice if it is unlikely to have an adverse impact on users of the thoroughfare (s. 3.50A).
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995</i> Section 5.44 CEO may delegate some powers and duties to other employees.
CEO's Sub-Delegation to:	Assets and Works Manager

Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

3.2 Temporary Closure of Thoroughfares Events	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995 – s.5.42</i>
Power / Duty Delegated:	<i>Local Government Act 1995 – s.3.50</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to determine applications for the temporary closure of roads for the purpose of conducting events in accordance with the <i>Road Traffic (Events on Roads) Regulations 1991</i> .
Conditions:	The Chief Executive Officer shall have regard to s.3.50 of the <i>Local Government Act 1995</i> .
Power of Sub-Delegation:	<i>Local Government Act 1995</i> <i>Section 5.44 CEO may delegate some powers and duties to other employees.</i>
CEO's Sub-Delegation to:	Assets and Works Manager
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	
Version Control:	
1.	

PART 4 – BUILDING, HEALTH AND ENVIRONMENT

4.1 Grant of Building Permit	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011:Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	<i>Building Act 2011: Section 20 Grant of Building Permit Section 27 (1) and (3) Impose Conditions on Permit</i>
Delegation to:	Chief Executive Officer; and Building Surveyor
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • grant a building permit (s.20(1)). • refuse a building permit (s.20(2)). • impose, vary or revoke conditions on a building permit (s.27(1)and (3)).
Conditions:	Nil.
Power of Sub-Delegation:	<i>Building Act 2011: Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)</i>
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

4.2 Grant of Demolition Permit	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011:</i> <i>Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	<i>Building Act 2011:</i> Section 21 Grant of Demolition Permit Section 27 (1) and (3) Impose Conditions on Permit
Delegation to:	Chief Executive Officer; and Building Surveyor
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • grant a demolition permit (s.21(1)). • refuse a demolition permit (s.21(2)). • impose, vary or revoke conditions on a demolition permit (s.27(1) and (3)).
Conditions:	Nil.
Power of Sub-Delegation:	<i>Building Act 2011:</i> Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

4.3 Grant Occupancy Permit and Building Approval Certificate	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011:</i> <i>Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	<i>Building Act 2011:</i> Section 58 Grant of Occupancy Permit, Building Approval Certificate Section 62(1) and (3) Conditions Imposed by Permit Authority Section 65(4) Extension of Period of Duration
Delegation to:	Chief Executive Officer; and Building Surveyor
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • grant or modify or refuse an occupancy permit or building approval certificate (s58). • impose, add, vary or revoke conditions on an occupancy permit or building approval certificate (s.62(1) and (3)). • extend the period in which an occupancy permit or modification, or building approval certificate has effect (s.65(4)).
Conditions:	Nil.
Power of Sub-Delegation:	<i>Building Act 2011:</i> Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	

Version Control:	
1.	

4.4 Appoint Authorised Persons	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011:</i> <i>Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	<i>Building Act 2011:</i> Section 96(3)
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to appoint authorised persons for the purposes of the <i>Building Act 2011</i> and <i>Building Regulations 2012</i> (s.96(3)).
Conditions:	Nil.
Power of Sub-Delegation:	<i>Building Act 2011:</i> Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

4.5 Building Orders	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011:</i> <i>Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	Section 110(1), Section 111(1), Section 114, Section 117(1) and (2), Section 118(2) and (3), and section 133(1)
Delegation to:	Chief Executive Officer; and Building Surveyor
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • make Building Orders in relation to: <ul style="list-style-type: none"> a. building work; b. demolition Work; and/or c. an existing building or incidental structure whether completed before or after commencement day. • Give notice of a proposed building order and consider submissions received in response and determine actions (s.111(1)(c)) • Serve a building order (s. 114); • revoke a Building Order (s.117). • if there is non-compliance with a building order, cause an authorised person to: <ul style="list-style-type: none"> a. take any action specified in the order; or b. commence or complete any work specified in the order; or c. if any specified action was required by the order to cease, to take such steps as are reasonable to cause the action to cease (s.118(2)). • take court action to recover as a debt, reasonable costs and expenses incurred in doing anything in relation to the building order (s.118(3)).

	<ul style="list-style-type: none"> initiate a prosecution pursuant to section 133(1) for non-compliance with a Building Order made pursuant to section 110.
Conditions:	Nil
Power of Sub-Delegation:	<i>Building Act 2011:</i> Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

4.6 Food Act 2008 - Prohibition Orders	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Food Act 2008 - Section 118(2)(b)</i>
Power / Duty Delegated:	<i>Food Act 2008:</i> Section 65(1) Prohibition Order Section 66 Certificate of Clearance Section 67(4) Request for Re-Inspection
Delegation to:	Chief Executive Officer; and Principal Environmental Health Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Grants authority to: <ul style="list-style-type: none"> • Serve a Prohibition Order on the proprietor of a food business in accordance with s. 65; • Issue a Certificate of Clearance, where inspection demonstrates compliance with a Prohibition Order and any Improvement Notices (s. 66); • Give written notice to a proprietor of a food business on whom a Prohibition Order has been served of the decision not to give a certificate of clearance after an inspection under section 66 and section 67 of the <i>Food Act 2008</i> (s. 67(4))
Conditions:	Nil
Power of Sub-Delegation:	Nil
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

4.7 Registration of Food Businesses	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Food Act 2008 - Section 118(2)(b)</i>
Power / Duty Delegated:	<i>Food Act 2008</i> Section.110(1) and (5) Registration of food business Section.112 Variation of conditions or cancellation of registration of food businesses.
Delegation to:	Chief Executive Officer Principal Environmental Health Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is granted to grant, apply conditions, refuse or vary or cancel the registration of food business in accordance with section 110 and section 112 of the <i>Food Act 2008</i> .
Conditions:	Nil
Power of Sub-Delegation:	Nil
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

4.8 Appoint Authorised Officers	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Food Act 2008</i> – Section 118(2)(b)
Power / Duty Delegated:	<i>Food Act 2008</i> - Section 122(1) Appointment of authorised officers Section 126 – Infringement notices
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Appoint a person to be an authorised officer for the purposes of the <i>Food Act 2008</i> (s. 122(1)). Appoint a person to be a designated officer for the purposes of the <i>Food Act 2008</i> (s. 126(13)).
Conditions:	Nil
Power of Sub-Delegation:	Nil
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

4.9 Prosecutions	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Food Act 2008 - s118(2)(b)</i>
Power / Duty Delegated:	<i>Food Act 2008 - Section.125 Institution of proceedings</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Grants authority to institute proceedings under s. 125 for an offence under the <i>Food Act 2008</i> .
Conditions:	Nil
Power of Sub-Delegation:	Nil. The <i>Food Regulations 2009</i> do not provide for sub-delegation.
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	
Version Control:	
1.	

4.10 Appointment of Officers	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	Section 21 of the <i>Public Health Act 2016</i> .
Power / Duty Delegated:	<i>Public Health Act 2016</i> – Section 24
Delegation to:	Chief Executive Officer Environmental Health Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	To designate a person or class of persons as authorised officers for the purposes of the <i>Public Health Act 2016</i> ; and To designate a person or class of persons as authorised officers or approved officers for the purposes of Part 2 of the <i>Criminal Procedure Act 2004</i> .
Conditions:	Nil
Power of Sub-Delegation:	Nil
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	
Version Control:	
1.	

4.11 Cat Act 2011 - Registration	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Cat Act 2011 - Section 44</i>
Power / Duty Delegated:	<i>Cat Act 2011 – section 9 Registration; section 10 Cancellation of Registration section 13 Notice</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • Grant or refuse to grant the registration of a cat. • Renew or refuse to renew the registration of a cat. • Require an applicant to provide any document or information required to determine an application for registration. • Refuse to consider an application, where an applicant has not complied with a request for information. • Cancel the registration of a cat. • Give notice of decisions.
Conditions:	Nil
Power of Sub-Delegation:	<i>Cat Act 2011 - s. 45</i>
CEO's Sub-Delegation to:	Shire Ranger
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

4.12 Cat Act 2011 – Appointment of Authorised Persons	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Cat Act 2011 - Section 44</i>
Power / Duty Delegated:	<i>Cat Act 2011 – section 48</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is granted to – <ul style="list-style-type: none"> • Appoint persons or classes of persons to be authorised for the purposes of performing particular functions under the Act; • Determine conditions on any authorisation; and • Cancel or vary an authorisation.
Conditions:	Nil
Power of Sub-Delegation:	<i>Cat Act 2011 - s. 45</i>
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	

4.13 Cat Act 2011 – Breeder Approval	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Cat Act 2011 - Section 44</i>
Power / Duty Delegated:	<i>Cat Act 2011 – section 37 Approval to breed cats; section 38 Cancellation of approval to breed cats; section 40 Notice to be given of certain decisions.</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is given to – <ul style="list-style-type: none"> • Grant or refuse to grant an approval for the person to breed cats. • Renew or refuse to renew an approval for the person to breed cats. • Require an applicant to provide any document or information required to determine the application. • Refuse to consider an application, where the applicant has not complied with a request for information. • Cancel an approval to breed cats. • Give notice of decisions.
Conditions:	Nil
Power of Sub-Delegation:	<i>Cat Act 2011 - s. 45</i>
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Conditions on the original delegation also apply to the sub-delegations.
Version Control:	
1.	

4.14 Dog Act 1976	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Dog Act 1976 – section 10AA</i>
Power / Duty Delegated:	<i>Dog Act 1976</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	All powers and duties of the local government under the <i>Dog Act 1976</i> and subsidiary legislation.
Conditions:	Nil
Power of Sub-Delegation:	<i>Dog Act 1976 – section 10AA(3).</i>
CEO's Sub-Delegation to:	Shire Ranger
Sub-Delegation Conditions:.	Nil
Record Keeping:	
Version Control:	
1.	

4.15 Bush Fires Act 1954	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Bush Fires Act 1954 – section 48</i>
Power / Duty Delegated:	<i>Bush Fires Act 1954</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to perform the functions of the local government under the <i>Bush Fires Act 1954</i> .
Conditions:	Authority excludes powers and duties that: 1. Are prescribed in the Act with a requirement for a resolution of the local government; or 2. Are prescribed by the Act for performance by designated offices.
Power of Sub-Delegation:	Nil – There is no statutory power to sub-delegate is provided in the Bush Fires Act 1954.
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	
Version Control:	
1.	



**DELEGATIONS
REGISTER
MAY 2018**

POWERS OF DELEGATION – LOCAL GOVERNMENT ACT 1995

**DELEGATION OF SOME POWERS AND DUTIES
TO CERTAIN COMMITTEES**

Local Government Act 1995 – Section 5.16

5.16. Delegation of some powers and duties to certain committees

- (1) *Under and subject to section 5.17, a local government may delegate* to a committee any of its powers and duties other than this power of delegation.
* 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.*
- (3) *Without limiting the application of sections 58 and 59 of the Interpretation Act 1984 —
—
(a) a delegation made under this section has effect for the period of time specified in the delegation or if no period has been specified, indefinitely; and
(b) any decision to amend or revoke a delegation under this section is to be by an absolute majority.*
- (4) *Nothing in this section is to be read as preventing a local government from performing any of its functions by acting through another person.*

5.17. Limits on delegation of powers and duties to certain committees

(1) *A local government can delegate —*

- (a) *to a committee comprising council members only, any of the council's powers or duties under this Act except —
(i) any power or duty that requires a decision of an absolute majority or a 75% majority of the local government; and
(ii) any other power or duty that is prescribed; and*
- (b) *to a committee comprising council members and employees, any of the local government's powers or duties that can be delegated to the CEO under Division 4; and*
- (c) *to a committee referred to in section 5.9(2)(c), (d) or (e), any of the local government's powers or duties that are necessary or convenient for the proper management of —
(i) the local government's property; or
(ii) an event in which the local government is involved.*

(2) *A local government cannot delegate any of its powers or duties to a committee referred to in section 5.9(2)(f).*

5.18. Register of delegations to committees

A local government is to keep a register of the delegations made under this Division and review the delegations at least once every financial year.

DELEGATION OF SOME POWERS AND DUTIES TO CHIEF EXECUTIVE OFFICER

Local Government Act 1995 – Section 5.42

- (1) *A local government may delegate* to the CEO 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 and this power of delegation.*
- * *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.*

It is important to note that not all delegations in this Register are delegations made under the *Local Government Act 1995*. Although the *Local Government Act 1995* allows delegation only to the Chief Executive Officer, other Acts allow delegations to be made direct to other employees, eg *Health Act*, *Dog Act*. In some instances other Acts do not give the authority for the person delegated the power to sub-delegate. In these instances if the delegation is made to the CEO, the CEO could not sub-delegate. This Register attempts to ensure delegations are made to the employee whose task it is to enforce the Act concerned.

LIMITS ON DELEGATIONS TO CHIEF EXECUTIVE OFFICERS

Local Government Act 1995 – Section 5.43

A local government cannot delegate to a CEO 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, 5.99 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;*
- (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.*

CHIEF EXECUTIVE OFFICER MAY DELEGATE POWERS AND DUTIES TO OTHER EMPLOYEES

Local Government Act 1995 – Section 5.44

- (1) *A CEO may delegate to any employee of the local government the exercise of any of the CEO's powers or the discharge of any of the CEO'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.*

ACTING THROUGH ANOTHER PERSON

Local Government Act 1995 – Section 5.45 (2)

Nothing in this Division (Division 4 – Local Government Employees) is to be read as preventing –

- (a) *a local government from performing any of its functions by acting through a person other than the CEO; or*
- (b) *a CEO from performing any of his or her functions by acting through another person.*

The key difference between a delegation and “acting through” is that a delegate exercises the delegated decision making function in his or her own right. The principal issue is that where a person has no discretion in carrying out a function, then that function may be undertaken through the “acting through” concept. Alternatively, where the decision allows for discretion on the part of the decision maker, then that function needs to be delegated for another person to have that authority.

The functions of a local government are spelt out in Section 3.1, “General Function” and Division 2 and Division 3 of Part 3 of the *Local Government Act 1995*.

The functions of the CEO are set out in Section 5.41 of the *Local Government Act 1995*. The CEO can act through another person by giving instructions to that person to undertake one or more of those functions.

Acting Through Example:

Function of the CEO - S5.41 (g) of the Local Government Act

CEO includes in the job description of the Deputy Chief Executive Officer that he or she shall:

“Review the performance of each employee under his/her supervision who is employed for a term of more than one year at least once in relation to every year of the employment”.

Records Management: Ensure that evidentiary documents that meet the requirements of Local Government (Administration) Regulations 1996 reg.19. Delegate to keep certain records (Act s5.46(3)), are retained in the record keeping system.

AMENDMENTS

Amendment	Delegation	Council Meeting Date	Function
New	1.11 Power to Enter into Lease Agreements with Charitable/Benevolent Organisations	22 May 2018	Authority to negotiate and enter into new or renewed lease agreements with charitable, benevolent, religions, cultural, educational, recreational, sporting or other like-nature groups for properties that are under the care and control of the Shire, either by management order, lease, sub-lease, licence, sub-licence or freehold.
New	3.3 Performing particular things on land which is not the Local Government's property	22 May 2018	<p>Authority to carry out works even if the local government does not have consent: e.g.</p> <p>Drainage and other earthworks to prevent flooding;</p> <p>Make a temporary thoroughfare as a detour while work is being on a public thoroughfare;</p> <p>Make safe a tree that poses an immediate and serious risk without having to give notice to the owner;</p> <p>Obliterate graffiti that is visible from a public place.</p> <p>(NB: this delegation is recommended to include a condition that an effort must have been made to notify the owner prior to works being carried out.)</p>

CONTENTS

FOREWORD	1
POWERS OF DELEGATION – LOCAL GOVERNMENT ACT 1995	1
PART 1 - ADMINISTRATION	7
1.1 Appointment of Authorised Persons.....	7
1.2 Payments from Municipal, Reserve And Trust Funds.....	9
1.3 Property Disposal	10
1.4 Minor Contract Variation	11
1.5 Inviting Tenders for Providing Goods and Services and Determining the Criteria for Assessing Tenders	12
1.6 Certain Things to be Done in Respect of Land	14
1.7 Additional powers when notice is given to the owner or occupier of land under s. 3.25.....	15
1.8 Powers of Entry	16
1.9 Administer the Shire’s Local Laws	17
1.10 Use of the Shire Logo.....	18
1.11 Power to Enter into Lease Agreements with Charitable/Benevolent Organisations.....	19
PART 2 - FINANCE	20
2.1 Rates	20
2.2 Investment of Surplus Funds	22
2.3 Community Funding	23
2.4 Write-Off of Money Owing	24
PART 3 - ENGINEERING	25
3.1 Temporary Road Closure	25
3.2 Temporary Closure of Thoroughfares Events	26
3.3 Performing particular things on land which is not the Local Government’s property.....	27
3.4 RAV Network Requests	29
PART 4 – BUILDING, HEALTH AND ENVIRONMENT	30
4.1 Grant of Building Permit.....	30
4.2 Grant of Demolition Permit.....	31
4.3 Grant Occupancy Permit and Building Approval Certificate.....	32
4.4 Appoint Authorised Persons	33
4.5 Building Orders	34
4.6 Food Act 2008 - Prohibition Orders.....	36
4.7 Registration of Food Businesses	37
4.8 Appoint Authorised Officers	38

4.9	Prosecutions	39
4.10	Appointment of Officers	40
4.11	Cat Act 2011 - Registration	41
4.12	Cat Act 2011 – Appointment of Authorised Persons	42
4.13	Cat Act 2011 – Breeder Approval.....	43
4.14	Dog Act 1976.....	44
4.15	Bush Fires Act 1954	45

PART 1 - ADMINISTRATION

1.1 Appointment of Authorised Persons	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995:</i> s. 9.10(1) Appointment of Authorised Persons; s. 3.24 Authorising persons under this subdivision (Part 3, Division 3, Subdivision 2 – Certain provisions about land)
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is delegated the authority to appoint and authorise persons to exercise the powers and duties of an authorised person as set out in the Local Government Act 1995 – <ul style="list-style-type: none"> • Section 3.25 – Notices requiring certain things to be done by owner or occupier of land; • Section 3.31 – Power to enter property; • Sections 3.39 – 3.48 – Power to remove, impound and dispose; • Section 9.10 – Power to appoint authorised persons to perform particular functions; • Section 9.11 – Persons committing breach of Act to give name, address and date of birth; • Section 9.13 – Onus of proof in vehicle offences; • Section 9.16 – Issue infringement notices; • Section 9.24 – Commencing prosecutions. <p>To appoint and authorise persons to exercise the powers and duties of an authorised person under the Shire's Local Laws.</p>
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995:</i>

	s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	The CEO is to be satisfied that any person the subject of an authorisation appointment is appropriately trained and, where necessary, qualified.
Record Keeping:	All authorisations will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

1.2 Payments from Municipal, Reserve And Trust Funds	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995, s. 6.7(2) & 6.9(2) & (3) Local Government (Financial Management) Regulations 1996, r. 12(1)(a) & 13.</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Make payments from the Shire Municipal, Reserve and Trust Funds for purposes duly authorised by the <i>Local Government Act 1995</i> and for which provision has been made in the Council budget.
Conditions:	Payments must be made in accordance with Council's " <i>Purchasing Policy</i> ", " <i>General Financial Transactions Policy</i> " and " <i>New Supplier Approval and Appointment Policy</i> "; and Council approved budget for the financial year.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Make payments from the: • Municipal Fund by two (2) authorised signatories. • Trust Fund by two (2) authorised signatories. • Reserve Fund by two (2) authorised signatories
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All payments are reported to Council in the monthly statements of accounts paid under delegation.

1.3 Property Disposal	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	Local Government Act 1995 – s3.58 <i>Local Government (Functions and General) Regulations 1996</i> , r. 30 ‘Exemptions’
Delegation to:	Chief Executive Officer
Function:	Authority to dispose of property that is surplus to the requirements of the Local Government: (1) at public auction; (2) by public tender; or (3) by private treaty; in accordance with the provisions of Section 3.58 unless exempt under regulation 30 of the <i>Local Government (Functions and General) Regulations 1996</i>
Conditions:	Any disposal is to be recorded and reported to Council in the Monthly Financial Statement. All disposal of property must be as per Council Policy “ <i>Disposal of Council Property Policy</i> ”. “Property” includes the whole or any part of the interest of a local government in property but does not include money.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO’s Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	All disposals are reported to Council in the monthly statements of accounts paid under delegation.

1.4 Minor Contract Variation	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	Local Government Act 1995 – s9.49B
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Make, vary or discharge all written contracts and agreements.
Conditions:	New contracts/agreements and variations to existing contracts/agreements <ul style="list-style-type: none"> • Less than \$20,000 – no conditions. • \$20,000 - \$99,999.99 – written evaluation must be conducted of new or varied contracts prior to signing. • Over \$100,000 and over (\$250,000 for period supply contracts) – Council to approve new contracts or variations to existing contracts where the total contract value (including any varied amounts) exceeds \$150,000 (\$250,000 for period supply contracts). Any contract variation is to be recorded and reported to Council in the Monthly Financial Statement.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	Any contract variation is to be recorded and reported to Council in the Monthly Financial Statement.

1.5 Inviting Tenders for Providing Goods and Services and Determining the Criteria for Assessing Tenders	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> S. 3.57, s. 3.47 <i>Local Government (Functions and General) Regulations 1996:</i> Reg 11, 13, 14(2a) and (5), 18(2), (4), (4a), (5), (6) and (7), 20, 21, 23
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to determine: <ul style="list-style-type: none"> • to call tenders [F&G Reg 11]; • to call tenders for the disposal of impounded goods in accordance with section 3.58 [s.3.47]; • to invite tenders though not required to do so [F&G Reg 13]; • the criteria for accepted tenders [F&G Reg 14(2a)]; • to vary tender information after public notice of invitation to tender and before the close of tenders [F&G Reg.14(5)]; • seek clarification from tenderers in relation to information contained in their tender submission [F&G Reg.18(4a)]; • to evaluate tenders and decide which is the most advantageous [F&G Reg.18(4)]; • to accept or reject tenders [F&G Reg18(2) and (4)]; • to decline any tender [F&G Reg.18(5)]; • to accept another tender where within 6-months of either accepting a tender a contract has not been entered into OR the successful tenderer agrees to terminate the contract [F&G Reg.18 (6) and (7)]; • minor variations before entering into a contract [F&G Reg 20]; • when to seek Expressions of Interest and to invite Expressions of Interest to supply goods or services [F&G Reg 21]; • consider Expressions of Interest which have not been rejected and determine those which are capable of satisfactorily providing the goods or services, for listing as acceptable tenderers [Reg.23].

Conditions:	<p>This delegation applies to the procurement of goods and services that have been considered by Council and included in the Shire's annual budget.</p> <p>The invitation will be in accordance with legislative requirements and subject to Council's "<i>Purchasing Policy</i>".</p> <p>All tenders and tender evaluation reports will be formally presented to Council for final determination on awarding the tender.</p>
Power of Sub-Delegation:	<p><i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees</p>
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	All purchases are reported to Council in the monthly statements of Accounts paid under delegation.

1.6 Certain Things to be Done in Respect of Land	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> s. 3.25(1)
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer be delegated authority to exercise the powers under section 3.25(1) of the <i>Local Government Act 1995</i> .
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Manager Assets and Works
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All documents relating to actions will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

1.7 Additional powers when notice is given to the owner or occupier of land under s. 3.25	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> s. 3.26(2)
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is given to the CEO to do anything necessary to achieve the purpose for which a notice has been given.
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

1.8 Powers of Entry	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> s. 3.34(1)
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is delegated authority to exercise all of the powers and duties of the local government in respect to the powers of entry upon land as contained in Section 3.28 to 3.36 inclusive of the <i>Local Government Act 1995</i> .
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Manager Assets and Works Shire Ranger
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

1.9 Administer the Shire's Local Laws	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	Shire of Dowerin Local Laws
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to administer the Shire's local laws and to do all other things that are necessary or convenient to be done for, or in connection with, performing the functions of the Shire under the Shire's local laws.
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Manager Assets and Works Shire Ranger
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

1.10 Use of the Shire Logo	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer has delegated authority to grant approvals to external organisations in regard to use of the Shire of Dowerin logo.
Conditions:	All use to have a positive reflection on the Shire.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Coordinator Community and Economic Development; and Coordinator Governance and Organisational Development
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	A register of all organisations with approval to use the Shire logo is maintained.

1.11 Power to Enter into Lease Agreements with Charitable/Benevolent Organisations	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995, s. 3.58</i> Disposing of Property
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to negotiate and enter into new or renewed lease agreements with charitable, benevolent, religions, cultural, educational, recreational, sporting or other like-nature groups for properties that are under the care and control of the Shire, either by management order, lease, sub-lease, licence, sub-licence or freehold.
Conditions:	All leases must ensure the application of transparent and equitable processes.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	Executed copies of leases will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

PART 2 - FINANCE

2.1 Rates	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995</i> s. 6.39(2), s. 6.49, s. 6.50(1) & (2), s. 6.56(1), s. 6.60(2), s. 6.60(4), s. 6.64, and s. 6.76(4), (5), (6).
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is hereby delegated authority to: <ol style="list-style-type: none"> 1. Amend the rate record as specified in s. 6.39(2). 2. Enter into an agreement with a person for the payment of rates or service charges in accordance with s. 6.49. 3. Determine the date on which rates or service charges become due and payable under s. 6.50(1) & (2). 4. Recover a rate or service, as well as the costs of proceedings, where it remains unpaid after it becomes due under s. 6.56(1). 5. Grant an extension of time for a person to make an objection to the rate record under s. 6.76(4). 6. Consider an objection to a rate record, either allowing or disallowing it, wholly or in part. In accordance with s. 6.76(5), and to serve notice of the decision and a statement of reasons for the decision upon the person lodging the objection in accordance with s. 6.76(6). 7. Give notice to a lessee of land in respect of which there is an unpaid rate or service charge to require the lessee to pay the rent to the local government in accordance with s. 6.60(2). 8. Recover the amount of the rate or service charge as a debt from the lessee if the rent is not paid in accordance with the notice (s. 6.60(4)) 9. Commence proceedings under s. 6.64 to recover rates owing to the Shire.
Conditions:	Recovery or rates of must be in accordance with the <i>Sundry Debt Collection Policy</i> .
Power of Sub-Delegation:	<i>Local Government Act 1995:</i>

	s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Manager Finance and Corporate Services
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	Ensure full record of each decision is lodged on the Shire Rates Database in Synergy.

2.2 Investment of Surplus Funds	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995 – s. 6.14(1)</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is delegated authority to invest funds held in the municipal fund or the trust fund of the local government that is not, for the time being, required by the local government for any other purpose, in accordance with Part III of the <i>Trustees Act 1962</i> .
Conditions:	All investments are to be reported to the Finance Committee and to Council. All investments will be in accordance with Council Policy “ <i>Investment Policy</i> ”
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO’s Sub-Delegation to:	Manager Finance and Corporate Services
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All records will be retained in the Shire’s record-management system in accordance with the Record Management Plan associated legislation.

2.3 Community Funding	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995 – s. 6.7(2) Local Government (Financial Management) Regulations reg. 12(1)(a)</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is delegated the authority to approve community funding subject to the annual Budget to a maximum value of \$100 per application.
Conditions:	Subject to budgetary availability. The total of any cash donations made under this delegated authority in any one year shall not exceed the amount provided for that purpose in Council's Budget without formal Council approval.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All donations are reported to Council in the monthly statements of accounts paid under delegation.

2.4 Write-Off of Money Owing	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Power / Duty Delegated:	<i>Local Government Act 1995 – s6.12(1)(b) & (c)</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	The Chief Executive Officer is delegated the authority to waive or grant concessions in relation to any amount of money or write off any amount of money (except rates and service charges) that is owed to the Shire to a maximum of \$200.00.
Conditions:	This delegation does not apply to waiving or granting concessions on any amount of money owing in respect of rates and service charges. The maximum amount \$200 for any one debt.
Power of Sub-Delegation:	<i>Local Government Act 1995:</i> s.5.44 CEO may delegate some powers and duties to other employees
CEO's Sub-Delegation to:	Nil.
Sub-Delegation Conditions:	Nil.
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

PART 3 - ENGINEERING

3.1 Temporary Road Closure	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995 – section 5.42</i>
Power / Duty Delegated:	<i>Local Government Act 1995</i> Section 3.50 Closing certain thoroughfares to vehicles; Section 3.50A Partial closure of thoroughfares for repairs or maintenance; Section.3.51 Affected owners to be notified of certain proposals.
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is granted to – <ul style="list-style-type: none"> • To close a thoroughfare managed by the Shire (wholly or partially) to vehicles for a period of less than 4-weeks, after giving local public notice of the intention to do so (s. 3.50(1)). • To close a thoroughfare managed by the Shire (wholly or partially) to vehicles for a period of more than 4-weeks, after giving local public notice of the intention to do so and allowing submissions to be made and considered in accordance with s3.50(4) and (5) (s. 3.50(1a)). • To partially and temporarily close a thoroughfare for repairs or maintenance without giving local public notice if it is unlikely to have an adverse impact on users of the thoroughfare (s. 3.50A).
Conditions:	Nil
Power of Sub-Delegation:	<i>Local Government Act 1995</i> Section 5.44 CEO may delegate some powers and duties to other employees.
CEO's Sub-Delegation to:	Assets and Works Manager
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

3.2 Temporary Closure of Thoroughfares Events	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995 – s.5.42</i>
Power / Duty Delegated:	<i>Local Government Act 1995 – s.3.50</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to determine applications for the temporary closure of roads for the purpose of conducting events in accordance with the <i>Road Traffic (Events on Roads) Regulations 1991</i> .
Conditions:	The Chief Executive Officer shall have regard to s.3.50 of the <i>Local Government Act 1995</i> .
Power of Sub-Delegation:	<i>Local Government Act 1995</i> <i>Section 5.44 CEO may delegate some powers and duties to other employees.</i>
CEO's Sub-Delegation to:	Assets and Works Manager
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

3.3 Performing particular things on land which is not the Local Government's property	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995</i> – section 5.42
Power / Duty Delegated:	<i>Local Government Act 1995</i> Section 3.27 Particular things local governments can do on land that is not the local government's property.
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	<p>Authority to carry out things prescribed in Schedule 3.2 of the Local Government Act 1995 even though the land is not local government property and the local government does not have consent to do it, as follows:</p> <ol style="list-style-type: none"> 1. Carry out works for the drainage of land; 2. Do earthworks or other works on land for preventing or reducing flooding; 3. Take from land any native growing or dead timber, earth, stone, sand or gravel that, in its opinion, the local government requires for making or repairing a thoroughfare, bridge, culvert, fence or gate; 4. Deposit and leave on land adjoining a thoroughfare any timber, earth, stone, sand, gravel, and other material that persons engaged in making or repairing a thoroughfare, bridge, culvert, fence or gate do not, in the opinion of the local government, require; 5. Make a temporary thoroughfare through land for use by the public as a detour while work is being done on a public thoroughfare; 6. Place on land signs to indicate the names of public thoroughfares; 7. Make safe a tree that presents serious and immediate danger, without having to give the owner the notice otherwise required by regulations; 8. Obliterate graffiti that is visible from a public place and that has been applied without the consent of the owner or occupier.
Conditions:	An effort must have been made to notify the owner and seek approval prior to works being carried out.
Power of Sub-Delegation:	<i>Local Government Act 1995</i>

	Section 5.44 CEO may delegate some powers and duties to other employees.
CEO's Sub-Delegation to:	Assets and Works Manager
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

3.4 RAV Network Requests	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Local Government Act 1995 – section 5.42</i>
Power / Duty Delegated:	<i>Local Government Act 1995</i> Section 3.53 (2) Control of certain unvested facilities.
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to approve or reject applications to use RAV Network 2, 3 and 4 combinations on all local roads considered suitable for usage by that combination.
Conditions:	All applications must be made in writing and will be subject to assessment against criteria and conditions as stipulated in Council Policy “ <i>Restricted Access Vehicle (RAV) Network Requests</i> ”
Power of Sub-Delegation:	<i>Local Government Act 1995</i> Section 5.44 CEO may delegate some powers and duties to other employees.
CEO’s Sub-Delegation to:	Assets and Works Manager
Sub-Delegation Conditions:	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All records will be retained in the Shire’s record-management system in accordance with the Record Management Plan associated legislation.

PART 4 – BUILDING, HEALTH AND ENVIRONMENT

4.1 Grant of Building Permit	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011: Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	<i>Building Act 2011:</i> Section 20 Grant of Building Permit Section 27 (1) and (3) Impose Conditions on Permit
Delegation to:	Chief Executive Officer; and Building Surveyor
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • grant a building permit (s.20(1)). • refuse a building permit (s.20(2)). • impose, vary or revoke conditions on a building permit (s.27(1)and (3)).
Conditions:	Nil.
Power of Sub-Delegation:	<i>Building Act 2011:</i> Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.2 Grant of Demolition Permit	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011:</i> <i>Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	<i>Building Act 2011:</i> Section 21 Grant of Demolition Permit Section 27 (1) and (3) Impose Conditions on Permit
Delegation to:	Chief Executive Officer; and Building Surveyor
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • grant a demolition permit (s.21(1)). • refuse a demolition permit (s.21(2)). • impose, vary or revoke conditions on a demolition permit (s.27(1) and (3)).
Conditions:	Nil.
Power of Sub-Delegation:	<i>Building Act 2011:</i> Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	

4.3 Grant Occupancy Permit and Building Approval Certificate	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011:</i> <i>Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	<i>Building Act 2011:</i> Section 58 Grant of Occupancy Permit, Building Approval Certificate Section 62(1) and (3) Conditions Imposed by Permit Authority Section 65(4) Extension of Period of Duration
Delegation to:	Chief Executive Officer; and Building Surveyor
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • grant or modify or refuse an occupancy permit or building approval certificate (s58). • impose, add, vary or revoke conditions on an occupancy permit or building approval certificate (s.62(1) and (3)). • extend the period in which an occupancy permit or modification, or building approval certificate has effect (s.65(4)).
Conditions:	Nil.
Power of Sub-Delegation:	<i>Building Act 2011:</i> Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.4 Appoint Authorised Persons	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011:</i> <i>Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	<i>Building Act 2011:</i> Section 96(3)
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to appoint authorised persons for the purposes of the <i>Building Act 2011</i> and <i>Building Regulations 2012</i> (s.96(3)).
Conditions:	Nil.
Power of Sub-Delegation:	<i>Building Act 2011:</i> Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.5 Building Orders	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Building Act 2011:</i> <i>Section 127 Delegation: special permit authorities and local governments</i>
Power / Duty Delegated:	Section 110(1), Section 111(1), Section 114, Section 117(1) and (2), Section 118(2) and (3), and section 133(1)
Delegation to:	Chief Executive Officer; and Building Surveyor
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • make Building Orders in relation to: <ul style="list-style-type: none"> a. building work; b. demolition Work; and/or c. an existing building or incidental structure whether completed before or after commencement day. • Give notice of a proposed building order and consider submissions received in response and determine actions (s.111(1)(c)) • Serve a building order (s. 114); • revoke a Building Order (s.117). • if there is non-compliance with a building order, cause an authorised person to: <ul style="list-style-type: none"> a. take any action specified in the order; or b. commence or complete any work specified in the order; or c. if any specified action was required by the order to cease, to take such steps as are reasonable to cause the action to cease (s.118(2)). • take court action to recover as a debt, reasonable costs and expenses incurred in doing anything in relation to the building order (s.118(3)). • initiate a prosecution pursuant to section 133(1) for non-compliance with a Building Order made pursuant to section 110.
Conditions:	Nil

Power of Sub-Delegation:	<i>Building Act 2011:</i> Section 127(6A) Delegation: special permit authorities and local governments (powers of sub-delegation limited to CEO)
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.6 Food Act 2008 - Prohibition Orders	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Food Act 2008 - Section 118(2)(b)</i>
Power / Duty Delegated:	<i>Food Act 2008:</i> Section 65(1) Prohibition Order Section 66 Certificate of Clearance Section 67(4) Request for Re-Inspection
Delegation to:	Chief Executive Officer; and Principal Environmental Health Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Grants authority to: <ul style="list-style-type: none"> • Serve a Prohibition Order on the proprietor of a food business in accordance with s. 65; • Issue a Certificate of Clearance, where inspection demonstrates compliance with a Prohibition Order and any Improvement Notices (s. 66); • Give written notice to a proprietor of a food business on whom a Prohibition Order has been served of the decision not to give a certificate of clearance after an inspection under section 66 and section 67 of the <i>Food Act 2008</i> (s. 67(4))
Conditions:	Nil
Power of Sub-Delegation:	Nil
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.7 Registration of Food Businesses	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Food Act 2008 - Section 118(2)(b)</i>
Power / Duty Delegated:	<i>Food Act 2008</i> Section.110(1) and (5) Registration of food business Section.112 Variation of conditions or cancellation of registration of food businesses.
Delegation to:	Chief Executive Officer Principal Environmental Health Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is granted to grant, apply conditions, refuse or vary or cancel the registration of food business in accordance with section 110 and section 112 of the <i>Food Act 2008</i> .
Conditions:	Nil
Power of Sub-Delegation:	Nil
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.8 Appoint Authorised Officers	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Food Act 2008</i> – Section 118(2)(b)
Power / Duty Delegated:	<i>Food Act 2008</i> - Section 122(1) Appointment of authorised officers Section 126 – Infringement notices
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Appoint a person to be an authorised officer for the purposes of the <i>Food Act 2008</i> (s. 122(1)). Appoint a person to be a designated officer for the purposes of the <i>Food Act 2008</i> (s. 126(13)).
Conditions:	Nil
Power of Sub-Delegation:	Nil
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.9 Prosecutions	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Food Act 2008 - s118(2)(b)</i>
Power / Duty Delegated:	<i>Food Act 2008 - Section.125 Institution of proceedings</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Grants authority to institute proceedings under s. 125 for an offence under the <i>Food Act 2008</i> .
Conditions:	Nil
Power of Sub-Delegation:	Nil. The <i>Food Regulations 2009</i> do not provide for sub-delegation.
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.10 Appointment of Officers	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	Section 21 of the <i>Public Health Act 2016</i> .
Power / Duty Delegated:	<i>Public Health Act 2016</i> – Section 24
Delegation to:	Chief Executive Officer Environmental Health Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	To designate a person or class of persons as authorised officers for the purposes of the <i>Public Health Act 2016</i> ; and To designate a person or class of persons as authorised officers or approved officers for the purposes of Part 2 of the <i>Criminal Procedure Act 2004</i> .
Conditions:	Nil
Power of Sub-Delegation:	Nil
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.11 Cat Act 2011 - Registration	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Cat Act 2011 - Section 44</i>
Power / Duty Delegated:	<i>Cat Act 2011 – section 9 Registration; section 10 Cancellation of Registration section 13 Notice</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to: <ul style="list-style-type: none"> • Grant or refuse to grant the registration of a cat. • Renew or refuse to renew the registration of a cat. • Require an applicant to provide any document or information required to determine an application for registration. • Refuse to consider an application, where an applicant has not complied with a request for information. • Cancel the registration of a cat. • Give notice of decisions.
Conditions:	Nil
Power of Sub-Delegation:	<i>Cat Act 2011 - s. 45</i>
CEO's Sub-Delegation to:	Shire Ranger
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.12 Cat Act 2011 – Appointment of Authorised Persons	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Cat Act 2011 - Section 44</i>
Power / Duty Delegated:	<i>Cat Act 2011 – section 48</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is granted to – <ul style="list-style-type: none"> • Appoint persons or classes of persons to be authorised for the purposes of performing particular functions under the Act; • Determine conditions on any authorisation; and • Cancel or vary an authorisation.
Conditions:	Nil
Power of Sub-Delegation:	<i>Cat Act 2011 - s. 45</i>
CEO’s Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire’s record-management system in accordance with the Record Management Plan associated legislation.

4.13 Cat Act 2011 – Breeder Approval	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Cat Act 2011 - Section 44</i>
Power / Duty Delegated:	<i>Cat Act 2011 – section 37 Approval to breed cats; section 38 Cancellation of approval to breed cats; section 40 Notice to be given of certain decisions.</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority is given to : Grant or refuse to grant an approval for the person to breed cats. Renew or refuse to renew an approval for the person to breed cats. Require an applicant to provide any document or information required to determine the application. Refuse to consider an application, where the applicant has not complied with a request for information. Cancel an approval to breed cats. Give notice of decisions.
Conditions:	Nil
Power of Sub-Delegation:	<i>Cat Act 2011 - s. 45</i>
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions: <i>Conditions on the original delegation also apply to the sub-delegations.</i>	Conditions on the original delegation also apply to the sub-delegations.
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.14 Dog Act 1976	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Dog Act 1976 – section 10AA</i>
Power / Duty Delegated:	<i>Dog Act 1976</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	All powers and duties of the local government under the <i>Dog Act 1976</i> and subsidiary legislation.
Conditions:	Nil
Power of Sub-Delegation:	<i>Dog Act 1976 – section 10AA(3).</i>
CEO's Sub-Delegation to:	Shire Ranger
Sub-Delegation Conditions:.	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.

4.15 Bush Fires Act 1954	
Power / Duty Assigned in legislation to:	Local Government
Power of Delegation:	<i>Bush Fires Act 1954 – section 48</i>
Power / Duty Delegated:	<i>Bush Fires Act 1954</i>
Delegation to:	Chief Executive Officer
Function: <i>This is a precis only.</i> <i>Delegates must act with full understanding of the legislation and conditions relevant to this delegation.</i>	Authority to perform the functions of the local government under the <i>Bush Fires Act 1954</i> .
Conditions:	Authority excludes powers and duties that: 1. Are prescribed in the Act with a requirement for a resolution of the local government; or 2. Are prescribed by the Act for performance by designated offices.
Power of Sub-Delegation:	Nil – There is no statutory power to sub-delegate is provided in the Bush Fires Act 1954.
CEO's Sub-Delegation to:	Nil
Sub-Delegation Conditions:	Nil
Record Keeping:	All records will be retained in the Shire's record-management system in accordance with the Record Management Plan associated legislation.



REVIEW OF SHIRE OF DOWERIN LOCAL PLANNING SCHEME NO. 2

Background

The Shire of Dowerin is located in the Central Wheatbelt region of WA, approximately 156km northeast of Perth. The Shire covers an area of 1,846.7km², producing cereal and grain crops, wool, sheep and cattle supported by rural service industries. The town of Dowerin is the administrative centre of the Shire and is also the focus of recreation, administration, cultural, commercial and residential development for the Shire and the district.

The name of the Shire and the town site of Dowerin is derived from the aboriginal word “Daren” given to a series of lakes – once fresher, some 8-10 kilometres south of the town. It was originally established as a watering hole and resting place for prospectors and travellers on their way to the goldfields. It was first settled in 1895, but the railway in 1906 was unable to be built in the area and as a consequence, the town site was moved to the present site.

Included in the Shire of Dowerin are the townsites of Manmanning, Moonjin, Ejanding, Amery and Minnivale.

According to the 2016 Australian Bureau of Statistics (2016 ABS), the Shire has a population of 679 people. Of these 52.7% were male and 47.3% were female. The median age of people in Dowerin (S) (Local Government Areas) was 40.2 years. Children aged 0 - 14 years made up 6.5% of the population and, significantly, people aged 65 years and over made up 18.7% of the population. The working age population (aged 15-64 years) made up 57.3% of the population, and the median age of persons were 40.2. The average household size was 2.3 persons per household.

According to the 2016 ABS, the Dowerin (S) (LGA) the total number of businesses was 128 and the main employing industry was ‘agriculture, forestry and fishing’ at 41.7%.

Scheme details

The Shire of Dowerin Local Planning Scheme No. 2, formerly known as ‘Shire of Dowerin Town Planning Scheme No. 2’ (LPS2) was Gazetted on 3 September 1999.

The Shire of Dowerin Local Planning Strategy (LPS) was endorsed by the Western Australian Planning Commission (WAPC) on 11 June 2013.

Neither the Scheme, nor the LPS have been reviewed since it became operational.

Strategic Context

Scheme amendments

The Table below provides a summary of amendments to LPS2, a short summary of the amendments and the gazettal date.

Table 1: Scheme Amendments

Amendment No.	Amendment summary	Gazettal date
1	‘Basic’ Scheme Amendment to align the scheme with the deemed provisions contained in Schedule 2 of the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>	01/08/17
2	The Council of the Shire of Dowerin initiated Scheme Amendment No. 2 at the Ordinary Meeting of Council held on 27 March 2018. The purpose of Amendment No. 2 is to – <ul style="list-style-type: none"> introduce the ‘Mixed Use’ zone as a new zone in LPS2; 	Not yet Gazetted



Amendment No.	Amendment summary	Gazettal date
	<ul style="list-style-type: none"> provide, as appropriate, zone objectives, land use permissibility (Table 1 of the Scheme) and site and development standards for the 'Mixed Use' zone; reclassify part of Lot 28 (59) Goldfields Road, Dowerin from "Parks and Recreation" to "Mixed Use" Zone; and amend the Scheme Map accordingly. <p>In accordance with section 81 of the <i>Planning and Development Act 2005</i> the amendment has been referred to the Environmental Protection Authority (EPA) for assessment under section 48A of the <i>Environmental Protection Act 1986</i> on 9 May 2018. The EPA has yet to decide on whether to assess the Amendment at the time of penning this report.</p>	

Local planning strategy amendments

There have been no amendments to the Shire of Dowerin Local Planning Strategy (April 2013).

Development activity in the local government area

Development activity in the Shire has been variable since LPS2 came into operation.

The table below provides a snapshot of the development activity in the Shire of Dowerin over the past 5 years, including building approvals, lot creation and development proposals.

Table 2: Development Activity

2013 - 2018	No. of Approvals Issued
Subdivisions	9 (seven boundary realignments, one excision for infrastructure purposes, and one homestead lot)
Lots created	2 (only one for residential purposes)
Development Applications	7
Building Permits	66

Source: Shire of Dowerin data and Department of Planning

Dowerin's economy is primarily driven by agricultural production, which accounts for 59% of registered businesses (2016 ABS). According to the Avon Sub-Regional Economic Strategy (ASRES) produced in 2013, the Shire comprises some 185,912 ha of agricultural land holdings (accounting for 11% of the Sub-Regional total area of agricultural holdings), generating approximately \$50.5M in production value per annum (approximately 12% of the sub-region total). On a per hectare basis, Dowerin generates slightly more production value (\$272/ha) than the sub-regional average (\$254/ha), owing to variations in crop types and yield volumes.

According to the ASRES, there is approximately 257,164m² of zoned industrial land currently available in the Shire, representing 9% of the Avon Sub-Regional total, although it remains largely undeveloped due to constraints in infrastructure availability and development costs. Industrial activity is therefore not a key economic contributor at present but has the potential to play a bigger role in the future should these constraints be overcome.



Population Change

In the 2016 Census, there were 679 people in Dowerin (S) (Local Government Areas).

From 2011 to 2016 the population decreased by 15 persons (or -2.2%).

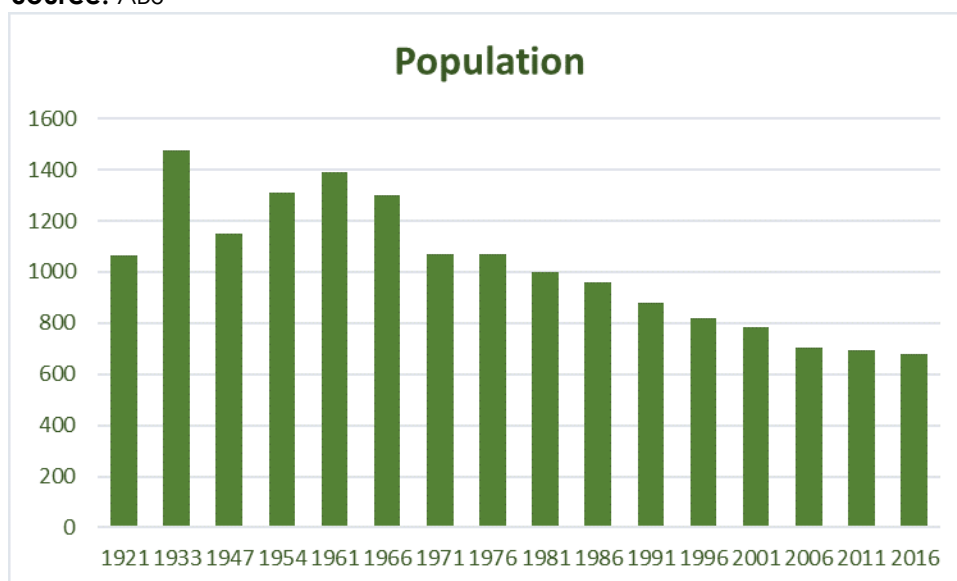
The table and graph below show the population figures for the Shire from 1921 to 2016.

Table 3: Dowerin Population 1921 - 2016

Year	Population
1921	1,063
1933	1,475
1947	1,152
1954	1,311
1961	1,392
1966	1,300
1971	1,071
1976	1,070
1981	998
1986	961
1991	881
1996	817
2001	782
2006	702
2011	694
2016	679

Graph 1: Dowerin Population 1921 – 2016

Source: ABS



The Department of Planning's WA Tomorrow (Population Projections Population Report No. 7, 2006 to 2026) predict a negative growth rate in all scenarios with the exception of E by 2026, which predicts a positive growth rate. It is estimated, using the median growth rate scenario of C that Dowerin will have a population of 520 persons by 2026.

The following graph shows the predicted total population from the WA Tomorrow Series for Dowerin in all bands for 2016 to 2026.

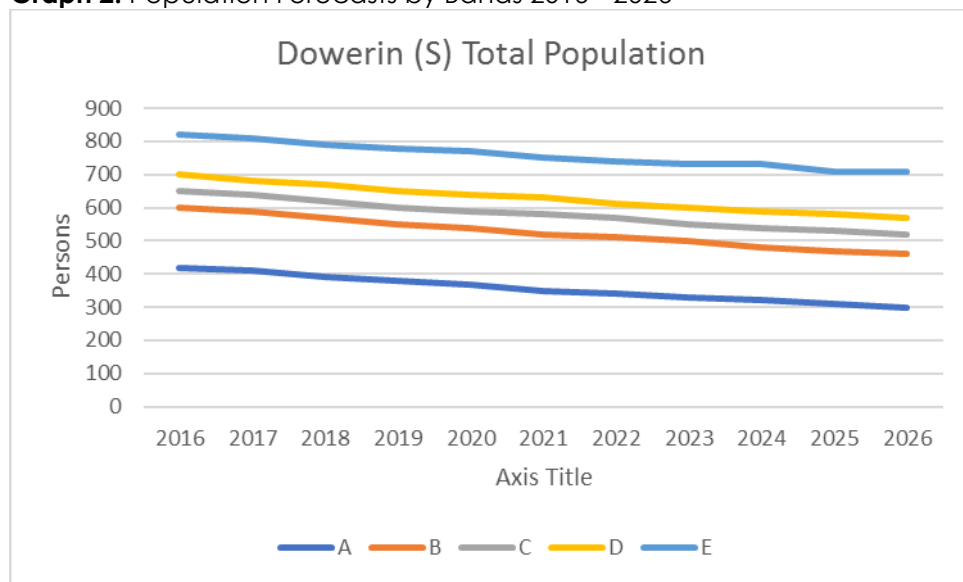
Table 4: Population Forecasts by Bands 2016 - 2026

Year	Band				
	A	B	C	D	E
2016	420	600	650	700	820
2017	410	590	640	680	810
2018	390	570	620	670	790
2019	380	550	600	650	780
2020	370	540	590	640	770
2021	350	520	580	630	750
2022	340	510	570	610	740
2023	330	500	550	600	730
2024	320	480	540	590	730
2025	310	470	530	580	710
2026	300	460	520	570	710

Source: WA Tomorrow (Report No. 7)



Graph 2: Population Forecasts by Bands 2016 - 2026



Source: WA Tomorrow (Report No. 7)

Consultation

Consultation has not been considered necessary in relation to the recommendations of this report.

Officer's comments

Overall, it is considered that LPS2 has been an effective planning tool. Notwithstanding the objectives of Scheme Amendment No. 2, it is considered that LPS2 has provided flexibility to cater for different types of land uses as demand has changed over time and has not affected the Shire in its exercise of its local planning functions.

As such, it is considered that LPS2 and the LPS have been achieving its key objectives.

Given the above, it is recommended Council advise the Western Australian Commission that LPS2 is satisfactory in its existing form and should continue to operate.

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 Shire of Dowerin Local Planning Scheme No. 2 is satisfactory in its existing form and should continue to operate.

Employee Housing Policy

Policy Owner	Chief Executive Officer
Distribution	Management
Responsible Officer	Chief Executive Officer
Date Adopted	Under Review
File Reference	ORGN-1017121432-3

Objective

To provide transparency, equity and consistency in the provision of housing or housing allowance for all employees across the organisation;

To assist in ensuring the Shire of Dowerin is competitive in attracting and retaining quality employees noting that access to quality housing in rural communities such as Dowerin where local availability is scarce, housing is an important means of achieving the organisations goals.

This policy will:

- Establish the guidelines for allocation of Council provided housing for employees and cost to employees; and
 - Establish the housing allowance paid to all permanent employees who provide their own housing.
-

Policy

This policy applies to all permanent (excluding temporary, contract and casual) employees of the Shire of Dowerin.

Housing may be offered to all permanent staff, subject to and determined by the availability of Shire owned housing;

Housing will be offered as part of the remuneration package on a predominately hierarchical basis for positions that have traditionally been difficult to attract interest specifically:

- CEO;
- Finance Manager;
- Works Manager;

In exceptional circumstances the CEO may take into account requirements of the employee and/or the significance of the position for the ongoing operations of the organisation **and offer either housing or an allowance as part of a offer of employment as an attraction strategy.**

Leases will be subject to periodic tenancy agreements limited to the term of employment with the Shire and will be terminated upon cessation of employment with the Shire.

Due to the shortage of accommodation, the CEO will consider what is best for the strategic future of the Organisation and therefore, it is not in a position to guarantee accommodation to positions other than the above designated positions.

Shire staff will be given preference over staff from other local businesses unless an exceptional circumstance arises;

Where possible staff will have an option to apply for upgraded housing if housing becomes available. Their application will be assessed by the CEO on the following criteria;

- The Shire's circumstances and operational need;
- Suitable tenancy history;
- Demand; AND
- Any other relevant factors.

The lease fee will be set at 100% of the gross rental value of the property except where a negotiated employment contract provides otherwise.

The gross rental value will be obtained by the Shire on a biennial basis with any resulting variation applied in accordance with the terms of the lease agreement.

Rates, Water rates and Building only insurance associated with the property are to be paid by Council.

Reasonable water consumption costs will be met by the Shire to encourage tenants to maintain gardens to an acceptable standard. This will be subject to the CEO's discretion.

All other utilities consumption (such as power, gas, telephone and other charges) are to be met by the tenant.

All lease agreements are to be in accordance with the Residential Tenancies Act 1987 (WA) and all agreements are to be in writing using Form 1AA Residential Tenancy Agreement as varied from time to time;

Staff who do not satisfactorily maintain their property or breach their lease and/or Residential Tenancies Act 1987 (WA) may be evicted and have their lease terminated.

Housing Allowance

In the pursuit of salary attractiveness and equity, permanent employees who reside in privately owned or rented accommodation within the district of the Shire of Dowerin as defined by the Local Government Act WA 1995 will be paid a housing allowance in accordance with Council's annual budget. Part time employees will be paid a pro-rata allowance based on ordinary hours of work. Casual and temporary employees are not eligible for a housing allowance. Eligible employees will have the housing allowance stipulated in their employment agreement.

Conditions:

The housing allowance is only paid during service – that is, the housing allowance will not be paid for any period of unpaid leave.

The housing allowance is not payable when an employee's primary residence is not located within the district of the Shire of Dowerin.

Housing and/or a housing allowance will only be paid to one member of a household; that is where two or more employees share a house or are eligible for an allowance, only one employee is eligible to claim the Shire allowance.

Staff in Shire housing are not permitted to sub-let the property either in a paid or unpaid capacity.

Roles and Responsibilities**Chief Executive Officer**

- Ensure fair and equitable remuneration elements to all employees; and
- To ensure implementation of this policy.

Senior Managers

- Ensure new employees are aware of this policy; and
- Ensure that all employees are treated equitably.

Related Documentation

Lease agreements with employees
Employment Contract/Agreement

Related Legislation/Local Law/Policy/Procedure

Residential Tenancies Act 1987 (WA)
Shire of Dowerin Strategic Community Plan

Related Delegation

Nil

Review History

Adopted 23 May 2017

SHIRE OF DOWERIN

MONTHLY FINANCIAL REPORT (Containing the Statement of Financial Activity) For the Period Ended 30 April 2018

LOCAL GOVERNMENT ACT 1995

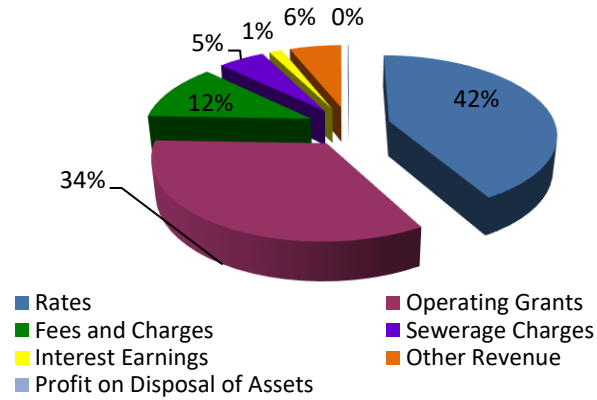
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

TABLE OF CONTENTS

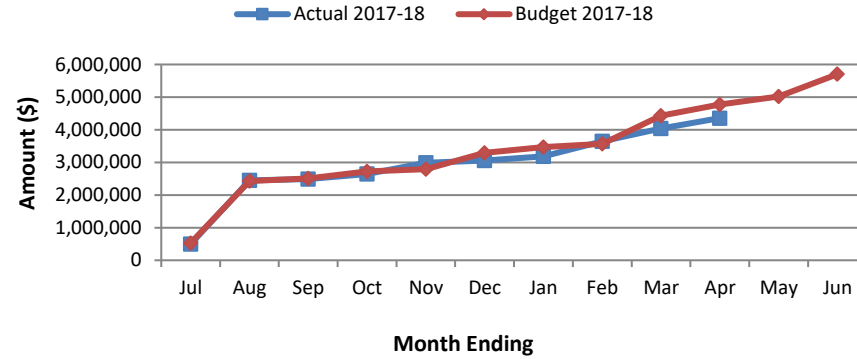
Monthly Summary Information	2
Statement of Financial Activity by Program	3
Statement of Financial Activity By Nature or Type	4
Statement of Capital Acquisitions and Capital Funding	5
Note 1 Significant Accounting Policies	6 - 9
Note 2 Explanation of Material Variances	10
Note 3 Net Current Funding Position	11
Note 4 Cash and Investments	12
Note 5 Budget Amendments	13
Note 6 Receivables	14
Note 7 Cash Backed Reserves	15
Note 8 Capital Disposals	16
Note 8 Rating Information	17
Note 9 Information on Borrowings	18
Note 10 Non operating Grants and Contributions	19
Note 11 Trust	20
Note 12 Details of Capital Acquisitions	21

**SHIRE OF DOWERIN
Information Summary
For the Period Ended 30 April 2018**

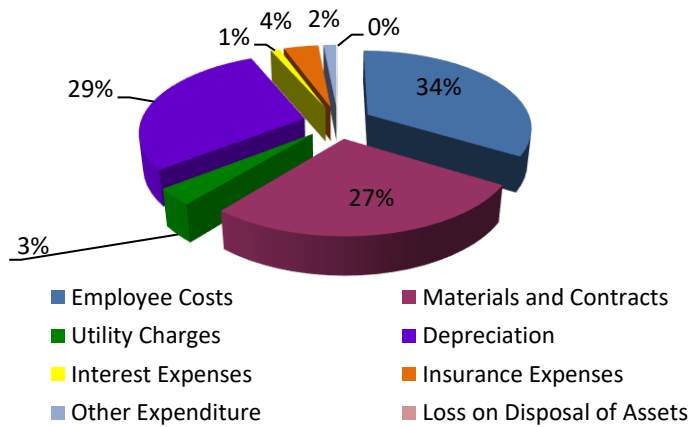
Operating Income



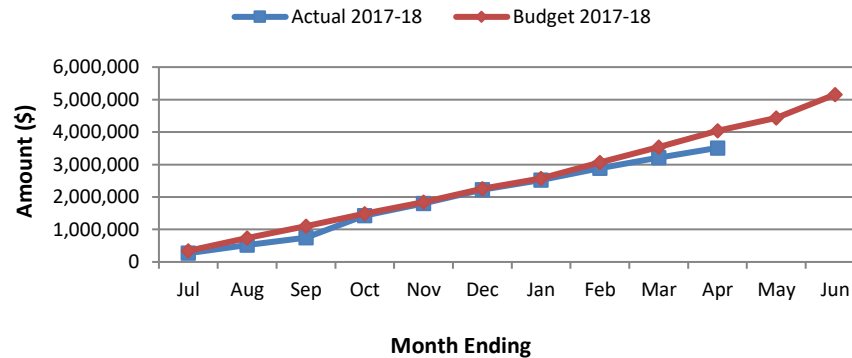
**Budget Operating Income -v- YTD Actual
Refer Note 2**



Operating Expenditure



**Budget Operating Expenditure -v- YTD Actual
Refer Note 2**



SHIRE OF DOWERIN
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting Program)
For the Period Ended 30 April 2018

	Note	Original Annual Budget	Amended Annual Budget	YTD Budget (a)	YTD Actual (b)	(b)-(a)	(b)-%	Var.
		\$	\$	\$	\$	\$	%	
Opening Funding Surplus(Deficit)	3	1,134,516	1,339,633	1,339,633	1,339,634	1	0%	
Revenue from operating activities								
Governance		7,530	6,464	5,664	14,493	8,829	156%	😊
General Purpose Funding - Rates	8	1,247,570	1,251,841	1,251,841	1,225,316	(26,525)	(2%)	
General Purpose Funding - Other		786,847	707,057	634,889	573,431	(61,458)	(10%)	😞
Law, Order and Public Safety		25,310	21,360	20,850	16,614	(4,236)	(20%)	
Health		267,152	269,061	266,501	265,739	(762)	(0%)	
Education and Welfare		132,510	132,510	106,430	99,003	(7,427)	(7%)	😞
Housing		142,590	197,828	118,810	115,429	(3,381)	(3%)	
Community Amenities		235,837	255,267	252,829	257,061	4,231	2%	
Recreation and Culture		81,840	47,270	34,290	41,926	7,636	22%	😊
Transport		185,630	844,939	366,229	14,684	(351,545)	(96%)	😞
Economic Services		137,866	150,366	129,519	296,844	167,325	129%	😊
Other Property and Services		10,710	12,710	10,591	8,668	(1,923)	(18%)	
		3,261,392	3,896,673	3,198,443	2,929,206			
Expenditure from operating activities								
Governance		(479,870)	(524,424)	(439,005)	(399,366)	39,639	9%	😊
General Purpose Funding		(142,710)	(157,535)	(122,690)	(107,738)	14,952	12%	😊
Law, Order and Public Safety		(68,680)	(56,040)	(46,630)	(46,710)	(80)	(0%)	
Health		(319,910)	(315,563)	(266,354)	(237,408)	28,946	11%	😊
Education and Welfare		(166,000)	(169,910)	(141,444)	(121,251)	20,193	14%	😊
Housing		(196,250)	(238,680)	(203,180)	(210,573)	(7,393)	(4%)	
Community Amenities		(295,770)	(327,930)	(272,610)	(226,972)	45,638	17%	😊
Recreation and Culture		(762,647)	(873,381)	(747,370)	(675,889)	71,481	10%	😊
Transport		(1,226,750)	(2,123,009)	(1,481,588)	(1,185,303)	296,285	20%	😊
Economic Services		(354,908)	(364,928)	(308,261)	(321,585)	(13,324)	(4%)	
Other Property and Services		(2,950)	(4,522)	(9,156)	20,084	29,240	319%	😊
		(4,016,445)	(5,155,922)	(4,038,288)	(3,512,712)			
Operating activities excluded from budget								
Add back Depreciation		1,138,280	1,245,612	1,038,030	1,017,758	(20,272)	(2%)	
Adjust (Profit)/Loss on Asset Disposal	8	(33,600)	(57,926)	(2,688)	(2,688)	(0)	0%	
Movement in Leave Reserve		0	0	0	(1,387)	(1,387)		
Amount attributable to operating activities		349,627	(71,563)	195,497	430,178			
Investing Activities								
Contributions	10	1,839,985	1,804,405	1,575,036	1,427,231	(147,805)	(9%)	😞
Proceeds from Disposal of Assets	8	383,727	383,727	0	18,727	18,727		😊
Land Held for Resale		0	0	0	0	0		
Land and Buildings	12	(1,308,700)	(1,350,996)	(1,074,202)	(1,074,202)	0	0%	
Infrastructure Assets - Roads	12	(1,213,927)	(1,200,276)	(1,200,276)	(505,130)	695,146	(58%)	
Infrastructure Assets - Footpaths	13	(14,000)	(14,000)	(14,000)	0	14,000	(100%)	
Infrastructure Assets - Other	13	(257,000)	(7,000)	(7,000)	0	7,000	(100%)	
Plant and Equipment	12	(411,737)	(62,200)	(62,200)	(69,870)	(7,670)	12%	
Furniture and Equipment	12	(18,300)	(36,164)	(36,164)	(31,400)	4,764	(13%)	
Amount attributable to investing activities		(999,952)	(482,504)	(818,806)	(234,643)			
Financing Activities								
Proceeds from New Debentures		0	0	0	0	0		
Self-Supporting Loan Principal		23,756	23,756	11,782	11,782	0	0%	
Transfer from Reserves	7	195,844	105,844	0	0	0		
Repayment of Debentures	9	(117,510)	(117,510)	0	(72,927)	(72,927)		😞
Transfer to Reserves	7	(352,053)	(797,053)	0	(24,540)	(24,540)		😞
Amount attributable to financing activities		(249,963)	(784,963)	11,782	(85,684)			
Closing Funding Surplus(Deficit)	3	234,228	603	728,107	1,449,484			



More Revenue OR Less Expenditure



Less Revenue OR More Expenditure

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.

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

SHIRE OF DOWERIN
STATEMENT OF FINANCIAL ACTIVITY
(By Nature or Type)
For the Period Ended 30 April 2018

	Note	Original Annual Budget	Amended Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	\$	%	
Opening Funding Surplus (Deficit)	3	1,134,516	1,339,633	1,339,633	1,339,634	1	0%	
Revenue from operating activities								
Rates	8	1,247,570	1,251,841	1,251,841	1,225,316	(26,525)	(2%)	
Operating Grants, Subsidies and Contributions	10	1,151,749	1,749,768	1,234,050	987,844	(246,206)	(20%)	⊗
Fees and Charges		422,200	426,740	372,930	339,704	(33,226)	(9%)	⊗
Sewerage Charges		137,807	155,809	155,809	155,716	(93)	(0%)	
Interest Earnings		57,740	57,740	27,300	43,609	16,309	60%	😊
Other Revenue		203,526	195,893	152,870	173,374	20,504	13%	😊
Profit on Disposal of Assets		40,800	58,881	3,643	3,643			
		3,261,392	3,896,673	3,198,443	2,929,206			
Expenditure from operating activities								
Employee Costs		(1,553,120)	(1,673,423)	(1,387,710)	(1,184,360)	203,350	15%	😊
Materials and Contracts		(843,690)	(1,751,643)	(1,207,249)	(957,906)	249,343	21%	😊
Utility Charges		(177,710)	(177,710)	(149,099)	(120,301)	28,799	19%	😊
Depreciation on Non-Current Assets		(1,138,280)	(1,245,612)	(1,038,030)	(1,017,758)	20,272	2%	
Interest Expenses		(39,455)	(39,455)	(32,141)	(36,272)	(4,131)	(13%)	
Insurance Expenses		(162,650)	(162,784)	(151,024)	(142,454)	8,570	6%	😊
Other Expenditure		(94,340)	(104,340)	(72,080)	(52,706)	19,374	27%	😊
Loss on Disposal of Assets		(7,200)	(955)	(955)	(955)	0	0%	
		(4,016,445)	(5,155,922)	(4,038,288)	(3,512,712)			
Operating activities excluded from budget								
Add back Depreciation		1,138,280	1,245,612	1,038,030	1,017,758	(20,272)	(2%)	
Movement in Leave Reserve		0	0	0	(1,387)	(1,387)		
Amount attributable to operating activities		349,627	(71,563)	195,497	430,177			
Investing activities								
Grants, Subsidies and Contributions	10	1,839,985	1,804,405	1,575,036	1,427,231	(147,805)	(9%)	⊗
Proceeds from Disposal of Assets	8	383,727	383,727	0	18,727	18,727		😊
Land Held for Resale		0	0	0	0	0		
Land and Buildings	12	(1,308,700)	(1,350,996)	(1,074,202)	(1,074,202)	0	0%	
Infrastructure Assets - Roads	12	(1,213,927)	(1,200,276)	(1,200,276)	(505,130)	695,146	(58%)	
Infrastructure Assets - Footpaths	13	(14,000)	(14,000)	(14,000)	0	14,000	(100%)	
Infrastructure Assets - Other	13	(257,000)	(7,000)	(7,000)	0	7,000	(100%)	
Plant and Equipment	13	(411,737)	(62,200)	(62,200)	(69,870)	(7,670)	12%	
Furniture and Equipment	13	(18,300)	(36,164)	(36,164)	(31,400)	4,764	(13%)	
Amount attributable to investing activities		(999,952)	(482,504)	(818,806)	(234,643)			
Financing Activities								
Proceeds from New Debentures		0	0	0	0	0		
Self-Supporting Loan Principal		23,756	23,756	11,782	11,782	0	0%	
Transfer from Reserves	7	195,844	105,844	0	0	0		
Repayment of Debentures	9	(117,510)	(117,510)	0	(72,927)	(72,927)		⊗
Transfer to Reserves	7	(352,053)	(797,053)	0	(24,540)	(24,540)		⊗
Amount attributable to financing activities		(249,963)	(784,963)	11,782	(85,684)			
Closing Funding Surplus (Deficit)	3	234,228	603	728,107	1,449,483	721,376	99%	😊

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.

😊 More Revenue OR Less Expenditure
⊗ Less Revenue OR More Expenditure

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

SHIRE OF DOWERIN
STATEMENT OF CAPITAL ACQUISITIONS AND CAPITAL FUNDING
For the Period Ended 30 April 2018

Capital Acquisitions

	Note	Original Annual Budget	% Source of Funding	YTD Actual Total
		\$		\$
Land and Buildings	12	1,350,996		1,074,202
Infrastructure Assets - Roads	12	1,200,276		505,130
Infrastructure Assets - Footpaths	13	14,000		0
Infrastructure Assets - Other	13	7,000		0
Plant and Equipment	13	62,200		69,870
Furniture and Equipment	13	36,164		31,400
Capital Expenditure Totals		2,670,636		1,680,601
Capital acquisitions funded by:				
Capital Grants and Contributions	10	1,804,405	68%	1,427,231
Borrowings	9	0		0
Other (Disposals & C/Fwd)		641,727	24%	18,727
Council contribution - Cash Backed Reserves	7	32,456	1%	0
Council contribution - operations		192,048	7%	\$234,643
Capital Funding Total		2,670,636		1,680,601

Note 10

The balance of the original budget vs YTD Actual is as follows:

Storm water environmental project (cancelled)	170,000.00
Short term accommodation (in progress)	200,000.00

Refer to note 10 for further details

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 1: Significant Accounting Policies

(a) 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.

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.

(b) 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.

(c) Rounding Off Figures

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

(d) Rates, Grants, Donations and Other Contributions

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

(e) 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.

(f) Cash and Cash Equivalents

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.

(g) Trade and Other Receivables

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

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.

(h) Inventories

General

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

Land Held for Resale

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed. Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point. Land held for sale is classified as current except where it is held as non-current based on Council's intentions to release for sale.

(i) Fixed Assets

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.

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 1: Significant Accounting Policies

(j) Depreciation of Non-Current Assets

All non-current assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of the future economic benefits embodied in those assets

Depreciation is recognised on a straight-line basis, using rates which are reviewed each reporting period. Major depreciation rates and periods are:

Asset	Years
Buildings	30 to 50 years
Furniture and Equipment	4 to 10 years
Plant and Equipment	5 to 15 years
Sealed roads and streets	
formation	not depreciated
pavement	50 years
seal	
bituminous seals	20 years
asphalt surfaces	25 years
Gravel Roads	
formation	not depreciated
pavement	50 years
gravel sheet	12 years
Formed roads	
formation	not depreciated
pavement	50 years
Footpaths - slab	40 years

(k) Trade and Other Payables

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

(l) 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 Shire 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 Shire 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 Shire does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

(m) Interest-bearing Loans and Borrowings

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.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset.

(n) 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.

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 1: Significant Accounting Policies

(o) 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.

(p) Nature or Type Classifications

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

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

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.

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.

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 1: Significant Accounting Policies

(r) Program Classifications (Function/Activity)

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

GOVERNANCE

GENERAL PURPOSE FUNDING

LAW, ORDER, PUBLIC SAFETY

HEALTH

EDUCATION AND WELFARE

HOUSING

COMMUNITY AMENITIES

RECREATION AND CULTURE

TRANSPORT

ECONOMIC SERVICES

OTHER PROPERTY AND SERVICES

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 2: Explanation of Material

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 or greater.

- ⊕ More Revenue OR Less Expenditure
⊖ Less Revenue OR More Expenditure

Reporting Program	Var. \$	Var. %	Var.	Timing/ Permanent	Explanation of Variance
Operating Income	\$	%			
Governance	8,829	156%	⊕	Permanent	Good driver reimbursement, WALGA course, LGIS member dividend.
General Purpose Funding - Rates	(26,525)	(2%)	⊕	Timing	
General Purpose Funding - Other	(61,458)	(10%)	⊖	Permanent	Financial Assistance grant has been reduced and the first quarter's payment for this financial year was received in advance in the prior financial year.
Law, Order and Public Safety	(4,236)	(20%)		Permanent	DFES subsidy has been reduced this year to \$7,815, due to underspends in 2015-16
Health	(762)	(0%)		Timing	Within Variance Threshold
Education and Welfare	(7,427)	(7%)	⊖	Timing	Other income to be received
Housing	(3,381)	(3%)		Timing	Within Variance Threshold
Community Amenities	4,231	2%			Within Variance Threshold
Recreation and Culture	7,636	22%	⊕	Timing	Other income received - Grant Youth Development and Scholarship.
Transport	(351,545)	(96%)	⊖	Permanent	Main roads operational grant revenue is due to be received, profit on disposal of assets (non cash), and other income
Economic Services	167,325	129%	⊕	Timing	STA was operational from September 2017, therefore 2 months of no income.
Other Property and Services	(1,923)	(18%)		Timing	Within Variance Threshold
Operating Expense	\$	%			
Governance	39,639	9%	⊕	Timing	Members fees to be paid and training
General Purpose Funding	14,952	12%	⊕	Timing	Rates valuations at year end to be processed and write off adjustment for seniors
Law, Order and Public Safety	(80)	(0%)			Within Variance Threshold
Health	28,946	11%	⊕	Timing	HACC and EHO expenses are in arrears.
Education and Welfare	20,193	14%	⊕	Timing	Dowerin Childcare wages are lower than budget. These wages are reimbursed by Dowerin Childcare.
Housing	(7,393)	(4%)			Within Variance Threshold
Community Amenities	45,638	17%	⊕	Timing	Savings in recycling costs, tip management costs
Recreation and Culture	71,481	10%	⊕	Timing	Underspent within parks and gardens, recreation centre and utility charges.
Transport	296,285	20%	⊕	Permanent	Budget expenditure on Wandrra road works by Coal cliff is on hold until mid June
Economic Services	(13,324)	(4%)		Timing	Short term accommodation (STA) slightly overspent, partially due to waterleak.
Other Property and Services	29,240	319%	⊕	Timing	Public works and admin actual overhead recovery to be reviewed.
Operating activities excluded from budget					
Depreciation	20,272	(2%)		Timing	Depreciation adjustment review will be conducted at the end of the financial year.
Capital Revenues					
Grants, Subsidies and Contributions	(147,805)	(9%)	⊖	Timing	\$200K is due to be received from the Short Term Accommodation project
Capital Expenses					
Land and Buildings	0				
Infrastructure - Roads	695,146	(58%)		Permanent	Capital road expenditure is underexpensed, and expected to carryover to next financial year
Infrastructure - Footpaths	14,000	(100%)		Timing	East street footpath planned to be completed by the end of the financial year.
Infrastructure Assets - Other	7,000	0%		Permanent	
Plant and Equipment	(7,670)	12%		Permanent	Server capital re-allocation from operational to capital
Furniture and Equipment	4,764	(13%)		Permanent	Underspent in provision for server expense abover
Financing					
Proceeds from New Debentures	0				
Self-Supporting Loan Principal	0				
Transfer from Reserves	0				
Opening Funding Surplus(Deficit)	1	0%			

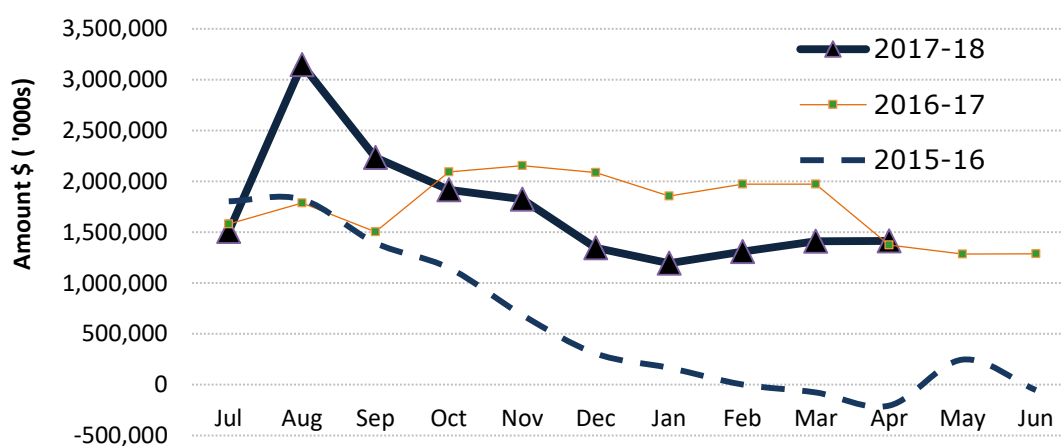
SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 3: Net Current Funding Position

Positive=Surplus (Negative=Deficit)

		Last Years Actual Closing	Current
	Note	30 June 2017	30 Apr 2018
		\$	\$
Current Assets			
Cash Unrestricted	4	1,640,547	1,380,985
Cash Restricted	4	1,787,396	1,853,262
Receivables - Rates		49,852	109,001
Receivables - Other		418,576	263,368
Interest / ATO Receivable/Trust		101,647	14,620
Inventories		6,635	8,543
		4,004,654	3,629,779
Less: Current Liabilities			
Payables		(722,249)	(270,613)
Current Borrowings		(117,509)	(44,583)
Provisions		(185,111)	(137,248)
		(1,024,870)	(452,444)
Net Current Assets		2,979,784	3,177,335
Less: Cash Reserves	7	(1,787,396)	(1,811,936)
Plus: Current Borrowings included in Budget		93,753	44,582
Plus : Liabilities funded by Cash Backed Reserves		53,493	54,217
Net Current Funding Position		1,339,634	1,464,199

Note 3 - Liquidity Over the Year



Cash Restricted includes Cash Backed Reserves and the STA Retention Bond.

Current Ratio equals 1:3.93

This means that for every \$1.00 of liability Council has \$3.93 of Current assets available to cover current debt

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 4: Cash and Investments

	Unrestricted	Restricted	Trust	Total Amount	Institution	Interest Rate	Maturity Date
	\$	\$	\$	\$			
(a) Cash Deposits							
Municipal Bank Account	71,580			71,580	NAB	Variable	At Call
Cash Maximiser	1,144,295			1,144,295	NAB	2.05%	At Call
Trust Bank Account			12,108	12,108	NAB	Variable	At Call
(b) Term Deposits							
TD2361911	1,899	888,352		890,251	Bendigo	Variable	17-Aug-18
90-558-1436-NAB		923,584		923,584	NAB	2.50%	21-Jun-18
TD 2361913	162,611			162,611	Bendigo	2.70%	17-Aug-18
# STA Retention Bond		41,326		41,326	Bendigo	2.50%	24-Jul-18
	1,380,385	1,853,262	12,108	3,245,755			

Comments/Notes - Investments

The above balances are the funds held in bank accounts and on hand as at reporting date.

The Shire is holding Funds as a retention bond until the defects period for the STA is over.

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 5: Budget Amendments

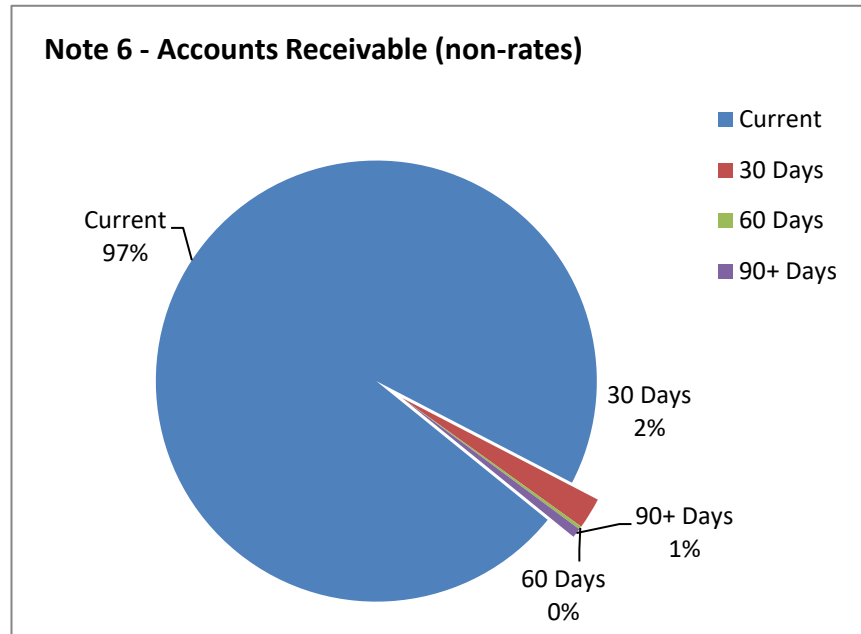
Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Account Code	Description	Council Resolution	Classification	Original Budget	Amended Budget	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
	Budget Adoption		Closing Surplus(Deficit)	6001		\$ 2,459,849	\$ 2,465,247	\$ 603
Amended Budget Cash Position as per Council Resolution				6001		2,459,849	2,465,247	603

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 6: Receivables

Receivables - General	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$
Receivables - General	208,263	4,925	500	1,485	215,174
Balance per Trial Balance					
Sundry Debtors					215,174
Total Receivables General Outstanding					215,174



Comments/Notes - Receivables General

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 7: Cash Backed Reserve

Name	Opening Balance	Original	Actual	Amended	Actual	Amended	Actual	Amended	Actual YTD Closing Balance
		Budget Interest Earned	Interest Earned	Budget Transfers In (+)	Transfers In (+)	Budget Transfers Out (-)	Transfers Out (-)	Budget Closing Balance	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Leave Reserve	53,493	1,202	724	0	0	0	0	54,695	54,217
Plant Reserve	142,872	3,210	1,935	225,000	0	0	0	371,082	144,807
Sewerage Asset Preservation Reserve	1,043,357	23,429	14,463	66,000	0	0	0	1,132,786	1,057,820
Land & Building Reserve	146,594	3,293	1,985	407,000	0	0	0	556,887	148,579
Swimming Pool Reserve	32,456	0	440	0	0	(32,456)	0	(0)	32,895
Recreation Facilities Reserve	180,866	4,063	2,450	1,673	0	(30,000)	0	156,602	183,316
Community Housing Project Reserve	46,221	1,039	626	0	0	0	0	47,260	46,847
Community Bus Reserve	40,787	917	552	0	0	(41,704)	0	0	41,340
Economic Development Reserve	12,021	271	163	42,000	0	0	0	54,292	12,183
All Hours Gym Reserve	1,684	0	23	0	0	(1,684)	0	(0)	1,707
Bowling Green Replacement Reserve	61,461	1,381	832	10,000	0	0	0	72,842	62,293
Tennis Court Replacement Reserve	25,584	575	346	6,000	0	0	0	32,159	25,930
	1,787,396	39,380	24,540	757,673	0	(105,844)	0	2,478,605	1,811,936

Reserve funds are fully cash-backed in a term Deposit and Bank Account - Refer Note 4.

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 8: Disposal of Assets

Asset Number	Asset Description	Program	YTD Actual				Amended Budget			
			Net Book		Profit	(Loss)	Net Book		Profit	(Loss)
			Value	Proceeds			Value	Proceeds		
			\$	\$	\$	\$	\$	\$	\$	
D0	Ford Falcon	Governance	5,539	7,273	1,734		5,539	7,273	1,734	
D002	Ford Territory	Governance	5,500	4,545		(955)	5,500	4,545		(955)
	HACC Vehicle	Health	5,000	6,909	1,909		5,000	6,909	1,909	
D007	Grader - ACT 12M	Transport					0	0		
83	Land-Lot 13 Maisey Street						34,000	34,000		
8	House-Lot 13 Maisey Street						156,646	196,000	39,354	
L014	Land-Lot 42 Stacy Street						60,000	60,000		
	House-Lot 42 Stacy									
2010-22	Street						59,116	75,000	15,884	
			16,039	18,727	3,643	(955)	325,801	383,727	58,881	(955)

Comments

The Ford Falcon and Ford Territory have been disposed of and a new Ford Range purchased for \$30,122
Hacc Commodore Omega disposed of and a new Hyundai Tucson Highlander purchased for \$37,736.36.

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 8: Rating Information

RATE TYPE	Rate in	Number of Properties	Rateable Value	YTD Actual			Amended Budget				
				Rate Revenue	Interim Rates	Back Rates	Total Revenue	Rate Revenue	Interim Rate	Back Rate	Total Revenue
	\$		\$	\$	\$	\$	\$	\$	\$	\$	\$
Differential General Rate											
GRV - Residential	9.2300	182	1,333,264	123,060	0	0	123,060	123,060	0	0	123,060
GRV - Commercial/Indust	9.2300	33	256,474	23,673	0	0	23,673	23,673	0	0	23,673
GRV - Town Rural	9.2300	27	133,530	12,325	0	0	12,325	12,325	0	0	12,325
GRV - Other Towns	9.2300	0	0	0	0	0	0	0	0	0	0
UV - Rural Farmland	0.7910	295	120,307,500	951,632	(1,454)	0	950,178	951,632	0	0	951,632
Sub-Totals		537	122,030,768	1,110,690	(1,454)	0	1,109,236	1,110,690	0	0	1,110,690
Minimum Payment	\$										
GRV -Residential	706.00	48	260,468	33,888	0	0	33,888	33,888	0	0	33,888
GRV - Commercial/Industrial	706.00	18	66,871	12,708	0	0	12,708	12,708	0	0	12,708
GRV - Town Rural	706.00	16	41,551	11,296	0	0	11,296	11,296	0	0	11,296
GRV - Other Towns	206.00	19	7,659	3,914	0	0	3,914	3,914	0	0	3,914
UV - Rural Farmland	706.00	69	3,535,300	48,714	0	0	48,714	48,714	0	0	48,714
UV - Commercial/Industrial	706.00	4	400	2,824	0	0	2,824	2,824	0	0	2,824
UV - Town Rural	706.00	3	63,000	2,118	0	0	2,118	2,118	0	0	2,118
UV - Mining Tenement	206.00	3	5,867	618	0	0	618	618	0	0	618
Sub-Totals		180	3,981,116	116,080	0	0	116,080	116,080	0	0	116,080
		717	126,011,884	1,226,770	(1,454)	0	1,225,316	1,226,770	0	0	1,226,770
Concession							0				0
Amount from General Rates							1,225,316	1,226,770			1,226,770
Ex-Gratia Rates							0	20,800			20,800
Specified Area Rates							0	0			0
Totals							1,225,316	1,247,570			1,247,570

Comments - Rating Information

Rates were levied on 24th August 2017.

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 9 : Information on Borrowings
(a) Debenture Repayments

Particulars	Actual		Principal Repayments		Principal Outstanding		Interest Repayments	
	01 Jul 2017	New Loans	Actual	Budget	Actual	Budget	Actual	Budget
			\$	\$	\$	\$	\$	\$
Recreation and Culture								
Loan 97 - Community Club	350,628		31,956	64,565	318,672	286,063	8,398	13,687
Economic Services								
Loan 99 - Short Term Accommodation Project	770,993		29,189	29,189	741,804	741,804	26,678	23,982
Self Supporting Loans								
Loan 98 - Dowerin Events	60,856		11,782	23,756	49,074	37,100	1,197	1,786
	1,182,477	0	72,927	117,510	1,109,550	1,064,967	36,272	39,455

Description of Debentures:	Expiry date
Loan - 97	08.06.22
Loan - 98	11.11.19
Loan - 99	04.10.36

(b) New Debentures

The Shire does not propose to raise any debt through the issue of debenture this financial year

(c) Unspent Debentures

The Shire has no unspent debentures.

(d) Overdraft

Council has an overdraft facility of \$60,000 with NAB.

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 10: Non -operating Grants and Contributions

	Original Annual Budget (a)	YTD Actual Revenue (b)	YTD Variance (a)-(b)
	\$	\$	\$
Fire - Donations		360	360
Infrastructure Other			
Landcare- Town Catchment Group	170,000	0	(170,000)
Land			
Museum	12,000	10,727	(1,273)
Law, Order and Public Safety			0
DFES Grant - Bush Fire Brigade	241,000	265,333	24,333
Transport			0
Grant - Regional Roads	320,309	245,013	(75,296)
Roads To Recovery Grant - Cap	496,676	505,798	9,122
Economic Services			0
Short Term Accommodation	600,000	400,000	(200,000)
TOTALS	1,839,985	1,427,231	(412,754)
SUMMARY			
Non-operating	1,839,985	1,427,231	(413,114)
	1,839,985	1,427,231	(413,114)

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

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:

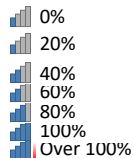
Description	Opening Balance 01 Jul 2017	Amount Received	Amount Paid	Closing Balance 30 Apr 2018
	\$	\$	\$	\$
Housing Bonds	3,428	0	(200)	3,228
Key Deposits	90	0	0	90
Tidy Towns	3,219	0	0	3,219
HACC Vehicle	691	0	0	691
Building Deposits	0	0	0	0
AROC Funds	0	0	0	0
HACC Fundraising	2,521	1	0	2,522
Recreation Steering Committee	0	0	0	0
Centenary Park	2,111	0	0	2,111
Nomination Deposits	0	480	(480)	0
Yellow Ribbon	247	0	0	247
	12,307	481	(680)	12,108

SHIRE OF DOWERIN
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 30 April 2018

Note 12: Capital Acquisitions

Assets	Account	Program	YTD Actual			Budget		
			New/Upgr de	Renewal	Total YTD	Original Annual Budget	Current Budget	YTD Variance
			\$	\$	\$	\$	\$	\$
<i>Level of completion indicator (based on expenditure), please see table at the end of this note for further detail.</i>								
LAND								
Land - Museum	3715	Governance	11,049		11,049	13,000	11,050	(1)
Land Total			11,049	0	11,049	13,000	11,050	(1)
Buildings								
Shire Office	0364	Governance		4,179	4,179	72,500	25,000	(20,821)
HACC - Capex - Building Renewal	1605	Health		0	0	21,770	21,770	(21,770)
BUILDINGS - FIRE SHED PAD	0884	Law, Order And Public Safet	270,673		270,673	264,000	270,673	0
SWIM POOL CAPITAL EXPENDITURE	3444	Recreation & Culture		0	0	100,000	225,000	(225,000)
WHEATBELT HERITAGE RAIL PROJECT	7144	Economic Services		5,797	5,797	0	0	5,797
SHORT TERM ACCOMMODATION	7145	Economic Services	782,503		782,503	837,430	797,503	(15,000)
Buildings Total			1,053,177	9,976	1,063,153	1,295,700	1,339,946	(276,793)
Furniture & Office Equip.								
FURN - PHOTOCOPIER	374	Governance		12,887	12,887	12,900	12,900	(13)
FURN - OFFICE EQUIPMENT	0414	Governance		18,513	18,513	1,000	18,864	(351)
HACC - Capex - Furniture and Equipment	1624	Health		0	0	4,400	4,400	(4,400)
Furniture & Equipment Total			0	31,400	31,400	18,300	36,164	(4,764)
Plant , Equip. & Vehicles								
Admin Vehicles	394	Governance		30,123	30,123	29,660	30,123	(0)
HACC - VEHICLE PURCHASE	1604	Health		37,736	37,736	32,077	32,077	5,659
Plant	6284	Case Tractor			1,607		0	
Tools	6291	Misc Tools			404		0	
PLANT - GRADER	6254	Transport		0	0	350,000	0	0
Plant & Equipment Total			0	67,859	69,870	411,737	62,200	5,659
Infrastructure - Roads								
ROADS - ROADS TO RECOVERY	4184	Transport		265,384	265,384	520,776	520,776	(255,392)
ROADS - UNCLASSIFIED	4604	Transport		15,660	15,660	212,688	31,500	(15,840)
ROADS - STATE 20/20	4884	Transport		220,815	220,815	480,463	648,000	(427,185)
ROADS - SIGNS	4194	Transport		3,271	3,271	0	0	3,271
Roads Total			0	505,130	505,130	1,213,927	1,200,276	(695,146)
Infrastructure - Footpaths								
FOOTPATH/CYCLEWAYS	6094	Transport		0	0	14,000	14,000	(14,000)
Infrastructure - Footpaths TOTAL			0	0	0	14,000	14,000	(14,000)
Infrastructure - Other								
Infrastructure Other - Environment	2910	Transport		0	0	250,000	0	0
Infrastructure - other	4195	Transport		0	0	7,000	7,000	(7,000)
Infrastructure -Other Total			0	0	0	257,000	7,000	(7,000)
Capital Expenditure Total			1,064,226	614,365	1,680,601	3,223,664	2,670,636	(992,045)

Level of Completion Indicators

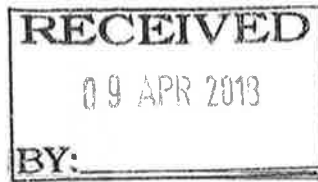


Percentage YTD Actual to Annual Budget
Expenditure over budget highlighted in red.



Statement for
NAB Business Visa
 NAB Commercial Cards Centre - GPO Box 9992 Melbourne Victoria 3001
 Tel 1300 498 594 8am - 8pm AEST & AEDT Monday to Friday, 9am - 6pm AEST
 AEDT Saturday and Sunday
 Fax 1300 363 658
 Lost & Stolen cards: 1800 033 103 (24 hours within Australia only)

DOWERIN SHIRE
 PO BOX 111
 DOWERIN WA 6461



Statement Period: 1 March 2018 to 28 March 2018
 Company Account No: 4557 0498 0002 7159
 Facility Limit: \$16,000

Your Account Summary

Balance from previous statement	\$652.85 DR
Payments and other credits	\$652.85 CR
Purchases, cash advances and other debits	\$749.70 DR
Interest and other charges	\$18.00 DR
Closing Balance	\$767.70 DR

YOUR DIRECT DEBIT PAYMENT OF \$767.70 WILL BE CHARGED TO ACCOUNT 000086608- 0000480807363 ON 03/04/2018 AS PER OUR AGREEMENT.

087/21/01/M03577/S010620/021239

Transaction record for: Billing account

Date	Amount A\$	Details	Reference
6 Mar 2018	\$652.85 CR	DIRECT DEBIT PAYMENT	74557048064
Total for this Period:	\$652.85 CR		



NAB Telephone Banking: transfer funds by phone from your nominated NAB accounts to your NAB Business Visa account. Phone 1300 498 594, between 7am and 9pm AEST, Monday to Friday, 8am and 6pm AEST, Saturday and Sunday



NAB Internet Banking: transfer funds from your NAB cheque or savings account to your NAB Business Visa account using NAB Internet Banking at nab.com.au



Biller Code: 1008. Ref: Select the card number you are making the payment to. Contact your participating bank, credit union or building society to make this payment from your cheque or savings account. BPAY payments may be delayed until the next banking business day, due to processing cut-off times. Maximum BPAY payment amount is AU \$100,000 per payment.

Cardholder summary

If you have recently switched to a new product or had a Lost/Stolen replacement of your card, your cardholder summary may not reconcile with the account balance. The closing balance in "Your Account Summary" section of this statement reflects your correct balance and amount payable. Please login to your Internet Banking or NAB Connect account to review your most up to date transaction listing.

Cardholder account	Cardholder name	Credit limit	Payments and other credits (A)	Purchases and cash advances (B)	Interest and other charges (C)	Net Totals (B + C - A)
4557-0455-3744-1887	MS ANDREA JANINE SEL	\$3,000	\$0.00	\$538.31	\$9.00	\$547.31
4557-0455-3788-4292	MRS SUSAN GAIL FITCH	\$3,000	\$0.00	\$211.39	\$9.00	\$220.39
4557-0498-0002-7159	BILLING ACCOUNT	\$0	\$652.85 CR	\$0.00	\$0.00	\$652.85 CR
			\$652.85 CR	\$749.70 DR	\$18.00 DR	\$114.85 DR

Transaction type

Purchase

Annual percentage rate

0.000%

Daily percentage rate

0.00000%



Statement for

NAB Business Visa

NAB Commercial Cards Centre - GPO Box 9992 Melbourne V
Tel 1300 498 594 8am - 8pm AEST & AEDT Monday to Friday, 9am
AEDT Saturday and Sunday
Fax 1300 363 658
Lost & Stolen Cards: 1800 033 103 (24 hours, 7 days a week)

Cardholder Details

Cardholder Name: MRS SUSAN GAIL FITCHAT
Account No: 4557 0455 3788 4292
Statement Period: 1 March 2018 to 28 March 2018
Cardholder Limit: \$3,000

Transaction record for: MRS SUSAN GAIL FITCHAT

Date	Amount A\$	Details	Explanation	Amount NOT subject to GST	Amount subject to GST	GST component (1/11th of the amount subject to GST)	Reference
7 Mar 2018	\$211.39	PAYPAL *RUOKLIMITED 4029357733					74766188065
28 Mar 2018	\$9.00	CARD FEE					74557048087
Total for this period	\$220.39		Totals				

Employee declaration

I verify that the above charges are a true and correct record in accordance with company policy

Cardholder signature: _____

Date: 12/04/18

087/21/01/M03577/S010622/02.1243



Statement for

NAB Business Visa

NAB Commercial Cards Centre - GPO Box 9992 Melbourne Vic.
Tel 1300 498 594 8am - 8pm AEST & AEDT Monday to Friday, 9am - 6pm AEDT Saturday and Sunday
Fax 1300 363 658
Lost & Stolen Cards: 1800 033 103 (24 hours, 7 days a week)

Cardholder Details

Cardholder Name: MS ANDREA JANINE SELVEY
Account No: 4557 0455 3744 1887
Statement Period: 1 March 2018 to 28 March 2018
Cardholder Limit: \$3,000

Transaction record for: MS ANDREA JANINE SELVEY

Date	Amount A\$	Details	Explanation	Amount NOT subject to GST	Amount subject to GST	GST component (1/11th of the amount subject to GST)	Reference
23 Mar 2018	\$94.46	POST DOWERIN LPO DOWERIN					74813848081
26 Mar 2018	\$443.85	MSFT *-<E01005IJ9V> MSBILL.INFO					74798068084
		RECURRING DIRECT DEBIT.					
28 Mar 2018	\$9.00	CARD FEE					74557048087
Total for this period	\$547.31		Totals				

Employee declaration

I verify that the above charges are a true and correct record in accordance with company policy

Cardholder signature:

Date:

12/4/18

087121/01/M03577/S010621/1021241

SHIRE OF DOWERIN
LONG TERM FINANCIAL PLAN
FOR THE PERIOD 2018-19 TO 2027-28

TABLE OF CONTENTS

Statement of Comprehensive Income by Nature or Type	1
Statement of Comprehensive Income by Program	2
Statement of Financial Position	3
Statement of Changes in Equity	4
Rate Setting Statement	5
Statement of Cash Flow	6
Statement of Operational Funding	7
Statement of Capital Funding	8
Capital Expenditure	9
Fixed Asset Movements	10
Asset Summary	11
Borrowings	12
Ratios	13

Principal place of business:
13 Cottrell Street
DOWERIN WA 6461

SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
FORECAST STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE PERIOD 2018-19 TO 2027-28

NOTE	Original Budget FY17/18 \$	Current Budget FY17/18 \$	FY18/19 \$	FY19/20 \$	FY20/21 \$	FY21/22 \$	FY22/23 \$	FY23/24 \$	FY24/25 \$	FY25/26 \$	FY26/27 \$	FY27/28 \$
Revenue												
Rates	1,247,570	1,251,841	1,271,773	1,323,853	1,387,120	1,442,204	1,501,436	1,573,234	1,635,731	1,702,938	1,784,419	1,855,331
Operating grants, subsidies and contributions	1,151,749	1,749,768	1,881,583	1,899,554	1,917,768	1,936,231	1,954,946	1,973,918	1,993,151	2,012,649	2,032,417	2,052,460
Fees and charges	422,200	426,740	435,275	443,980	455,080	466,457	478,118	490,071	502,323	514,881	527,753	540,947
Service charges	137,807	155,809	143,319	149,052	155,014	161,215	167,663	174,370	181,345	188,598	196,142	203,988
Interest earnings	57,740	57,740	58,895	60,073	61,575	63,114	64,692	66,309	67,967	69,666	71,408	73,193
Other revenue	203,526	195,893	29,443	30,032	30,783	31,553	32,341	33,150	33,979	34,828	35,699	36,591
*New Initiatives	0	0	0	0	0	0	0	0	0	0	47,804	48,760
	<u>3,220,592</u>	<u>3,837,792</u>	<u>3,820,289</u>	<u>3,906,544</u>	<u>4,007,340</u>	<u>4,100,773</u>	<u>4,199,196</u>	<u>4,311,051</u>	<u>4,414,495</u>	<u>4,523,561</u>	<u>4,695,642</u>	<u>4,811,269</u>
Expenses												
Employee costs	(1,553,120)	(1,673,423)	(1,584,491)	(1,616,181)	(1,656,586)	(1,698,000)	(1,740,450)	(1,783,962)	(1,828,561)	(1,874,275)	(1,921,132)	(1,969,160)
Materials and contracts	(843,690)	(1,751,643)	(989,426)	(1,012,178)	(1,041,186)	(1,070,919)	(1,101,395)	(1,132,634)	(1,164,653)	(1,197,473)	(1,231,113)	(1,265,595)
Utility charges	(177,710)	(177,710)	(181,264)	(184,889)	(189,512)	(194,250)	(199,106)	(204,083)	(209,185)	(214,415)	(219,775)	(225,270)
Depreciation on non-current assets	(1,138,280)	(1,245,612)	(1,298,594)	(1,368,896)	(1,419,988)	(1,477,160)	(1,538,386)	(1,582,965)	(1,660,832)	(1,686,953)	(1,768,696)	(1,855,935)
Interest expenses	(39,455)	(39,455)	(43,252)	(38,399)	(33,990)	(46,188)	(47,341)	(45,035)	(42,658)	(40,207)	(52,681)	(64,243)
Insurance expenses	(162,650)	(162,784)	(166,040)	(169,360)	(173,594)	(177,934)	(182,383)	(186,942)	(191,616)	(196,406)	(201,316)	(206,349)
Other expenditure	(94,340)	(104,340)	(106,427)	(108,555)	(111,269)	(114,051)	(116,902)	(119,825)	(122,820)	(125,891)	(129,038)	(132,264)
*New Initiatives	0	0	0	0	0	0	0	0	0	0	(23,902)	(24,380)
	<u>(4,009,245)</u>	<u>(5,154,967)</u>	<u>(4,369,494)</u>	<u>(4,498,458)</u>	<u>(4,626,125)</u>	<u>(4,778,502)</u>	<u>(4,925,964)</u>	<u>(5,055,446)</u>	<u>(5,220,326)</u>	<u>(5,335,621)</u>	<u>(5,547,654)</u>	<u>(5,743,196)</u>
	<u>(788,653)</u>	<u>(1,317,175)</u>	<u>(549,205)</u>	<u>(591,915)</u>	<u>(618,786)</u>	<u>(677,729)</u>	<u>(726,768)</u>	<u>(744,395)</u>	<u>(805,831)</u>	<u>(812,060)</u>	<u>(852,013)</u>	<u>(931,927)</u>
Non-operating grants, subsidies and contributions	1,839,985	1,804,405	499,570	616,172	913,729	968,959	575,395	585,384	593,702	584,658	1,597,000	597,000
Profit on disposal of assets	40,800	58,881	0	0	0	0	0	0	0	0	0	0
Loss on disposal of assets	(7,200)	(955)	0	0	0	0	0	0	0	0	0	0
Net result	1,084,932	545,156	(49,635)	24,258	294,944	291,230	(151,372)	(159,010)	(212,130)	(227,402)	744,987	(334,927)
Other comprehensive income												
	0	0	0	0	0	0	0	0	0	0	0	0
<i>Items that will not be reclassified subsequently to profit or loss</i>												
Changes on revaluation of non-current assets	0	0	0	0	0	0	0	0	0	0	0	0
Total other comprehensive income	0	0	0	0	0	0	0	0	0	0	0	0
Total comprehensive income	1,084,932	545,156	(49,635)	24,258	294,944	291,230	(151,372)	(159,010)	(212,130)	(227,402)	744,987	(334,927)

**SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
FORECAST STATEMENT OF CHANGES IN EQUITY
FOR THE PERIOD 2018-19 TO 2027-28**

	Original Budget FY17/18 \$	Revised Budget FY17/18 \$	FY18/19 \$	FY19/20 \$	FY20/21 \$	FY21/22 \$	FY22/23 \$	FY23/24 \$	FY24/25 \$	FY25/26 \$	FY26/27 \$	FY27/28 \$
RETAINED SURPLUS												
Opening Balance	31,440,811	31,440,811	31,290,557	31,362,689	31,439,576	31,672,237	31,923,649	31,585,936	32,456,888	31,930,902	31,704,066	32,545,115
Net Result	1,084,932	540,955	(49,635)	24,258	294,944	291,230	(151,372)	(159,010)	(212,130)	(227,402)	744,987	(334,927)
Amount transferred (to)/from Reserves	(156,210)	(691,210)	121,768	52,629	(62,283)	(39,818)	(186,340)	1,029,962	(313,856)	566	96,062	(109,586)
Closing Balance	32,369,533	31,290,557	31,362,689	31,439,576	31,672,237	31,923,649	31,585,936	32,456,888	31,930,902	31,704,066	32,545,115	32,100,603
RESERVES - CASH/INVESTMENT BACKED												
Opening Balance	1,787,396	1,787,396	2,478,606	2,356,838	2,304,209	2,366,492	2,406,310	2,592,650	1,562,688	1,876,544	1,875,978	1,779,916
Amount transferred (to)/from Retained Surplus	156,210	691,210	(121,768)	(52,629)	62,283	39,818	186,340	(1,029,962)	313,856	(566)	(96,062)	109,586
Closing Balance	1,943,606	2,478,606	2,356,838	2,304,209	2,366,492	2,406,310	2,592,650	1,562,688	1,876,544	1,875,978	1,779,916	1,889,501
REVALUATION SURPLUS												
Opening Balance	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778
Total Other Comprehensive Income	0	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778
TOTAL EQUITY	46,017,918	45,473,941	45,424,305	45,448,563	45,743,507	46,034,737	45,883,364	45,724,354	45,512,224	45,284,822	46,029,809	45,694,883

**SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
FORECAST STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD 2018-19 TO 2027-28**

NOTE	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT ASSETS										
Unrestricted cash and cash equivalents	145,271	151,654	156,757	163,568	165,648	167,785	169,977	177,226	179,665	182,169
Restricted cash and cash equivalents (Reserves)	2,356,838	2,304,209	2,366,492	2,406,310	2,592,650	1,562,688	1,876,544	1,875,978	1,779,916	1,889,501
Trade and other receivables	521,784	509,217	509,217	509,217	509,217	509,217	509,217	509,217	509,217	509,217
Inventories	6,635	6,635	6,635	6,635	6,635	6,635	6,635	6,635	6,635	6,635
TOTAL CURRENT ASSETS	3,030,528	2,971,715	3,039,101	3,085,730	3,274,151	2,246,325	2,562,373	2,569,056	2,475,434	2,587,523
NON-CURRENT ASSETS										
Other receivables	28,268	28,268	28,268	28,268	28,268	28,268	28,268	28,268	28,268	28,268
Inventories	83,713	83,713	83,713	83,713	83,713	83,713	83,713	83,713	83,713	83,713
Property, plant and equipment	17,822,087	17,409,845	16,877,001	16,333,832	15,706,238	15,196,144	14,425,275	13,970,231	15,366,795	14,533,308
Infrastructure	26,420,112	26,790,911	27,803,250	28,824,460	29,037,571	30,339,486	30,502,804	30,641,940	30,981,210	31,243,039
TOTAL NON-CURRENT ASSETS	44,354,180	44,312,736	44,792,232	45,270,273	44,855,790	45,647,611	45,040,060	44,724,152	46,459,986	45,888,328
TOTAL ASSETS	47,384,708	47,284,451	47,831,333	48,356,002	48,129,941	47,893,935	47,602,433	47,293,209	48,935,419	48,475,851
CURRENT LIABILITIES										
Trade and other payables	(542,363)	(542,363)	(542,363)	(542,363)	(542,363)	(542,363)	(542,363)	(542,363)	(542,363)	(542,363)
Current portion of long term borrowings	(132,432)	(124,514)	(123,062)	(141,560)	(74,689)	(76,995)	(79,372)	(81,823)	(102,776)	(124,641)
Provisions	(185,112)	(185,112)	(185,112)	(185,112)	(185,112)	(185,112)	(185,112)	(185,112)	(185,112)	(185,112)
TOTAL CURRENT LIABILITIES	(859,907)	(851,989)	(850,537)	(869,035)	(802,164)	(804,470)	(806,847)	(809,298)	(830,251)	(852,116)
NON-CURRENT LIABILITIES										
Long term borrowings	(1,074,945)	(958,348)	(1,211,737)	(1,426,680)	(1,418,861)	(1,339,560)	(1,257,811)	(1,173,537)	(2,049,808)	(1,903,301)
Provisions	(25,551)	(25,551)	(25,551)	(25,551)	(25,551)	(25,551)	(25,551)	(25,551)	(25,551)	(25,551)
TOTAL NON-CURRENT LIABILITIES	(1,100,496)	(983,899)	(1,237,288)	(1,452,231)	(1,444,412)	(1,365,111)	(1,283,362)	(1,199,088)	(2,075,359)	(1,928,852)
TOTAL LIABILITIES	(1,960,402)	(1,835,888)	(2,087,826)	(2,321,266)	(2,246,577)	(2,169,581)	(2,090,209)	(2,008,386)	(2,905,610)	(2,780,969)
NET ASSETS	45,424,306	45,448,563	45,743,507	46,034,737	45,883,364	45,724,354	45,512,224	45,284,822	46,029,809	45,694,883
EQUITY										
Retained surplus	31,362,689	31,439,576	31,672,237	31,923,649	31,585,936	32,456,888	31,930,902	31,704,066	32,545,115	32,100,603
Reserves - cash backed	2,356,838	2,304,209	2,366,492	2,406,310	2,592,650	1,562,688	1,876,544	1,875,978	1,779,916	1,889,501
Revaluation surplus	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778	11,704,778
TOTAL EQUITY	45,424,305	45,448,563	45,743,507	46,034,737	45,883,364	45,724,354	45,512,224	45,284,822	46,029,809	45,694,883

**SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
LOAN SUMMARY
FOR THE PERIOD 2018-19 TO 2027-28**

	FY17/18	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
BORROWINGS - AS AT FIRST YEAR.												
97												
Community Club												
Loan Outstanding	350,628	350,628	286,063	218,830	148,819	75,915	(0)	(0)	(0)	(0)	(0)	(0)
Interest Payment	13,687	13,687	11,019	8,242	5,349	2,337	0	0	0	0	0	0
Principal Repayment	64,565	64,565	67,233	70,011	72,904	75,916	0	0	0	0	0	0
Loan Balance	286,063	286,063	218,830	148,819	75,915	(0)	(0)	(0)	(0)	(0)	(0)	(0)
99												
Accommodation												
Loan Outstanding	770,993	770,993	741,804	711,692	680,627	648,578	615,516	581,407	546,218	509,916	472,466	433,830
Interest Payment	23,982	23,982	23,058	22,105	21,122	20,108	19,062	17,982	16,869	15,720	14,534	13,312
Principal Repayment	29,189	29,189	30,112	31,065	32,048	33,063	34,109	35,188	36,302	37,451	38,636	39,859
Loan Balance	741,804	741,804	711,692	680,627	648,578	615,516	581,407	546,218	509,916	472,466	433,830	393,971
98												
Dowerin Events Management												
Loan Outstanding	60,856	60,856	37,100	12,567	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Interest Payment	1,786	1,786	1,008	204	0	0	0	0	0	0	0	0
Principal Repayment	23,756	23,756	24,534	12,567	0	0	0	0	0	0	0	0
Loan Balance	37,100	37,100	12,567	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
0												
#N/A												
Loan Outstanding	0	0	0	0	0	0	0	0	0	0	0	0
Interest Payment	0	0	0	0	0	0	0	0	0	0	0	0
Principal Repayment	0	0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
0												
#N/A												
Loan Outstanding	0	0	0	0	0	0	0	0	0	0	0	0
Interest Payment	0	0	0	0	0	0	0	0	0	0	0	0
Principal Repayment	0	0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
0												
#N/A												
Loan Outstanding	0	0	0	0	0	0	0	0	0	0	0	0
Interest Payment	0	0	0	0	0	0	0	0	0	0	0	0
Principal Repayment	0	0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
0												
#N/A												
Loan Outstanding	0	0	0	0	0	0	0	0	0	0	0	0
Interest Payment	0	0	0	0	0	0	0	0	0	0	0	0
Principal Repayment	0	0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
0												
#N/A												
Loan Outstanding	0	0	0	0	0	0	0	0	0	0	0	0
Interest Payment	0	0	0	0	0	0	0	0	0	0	0	0
Principal Repayment	0	0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
0												
#N/A												
Loan Outstanding	0	0	0	0	0	0	0	0	0	0	0	0
Interest Payment	0	0	0	0	0	0	0	0	0	0	0	0
Principal Repayment	0	0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
BORROWINGS - POST FIRST YEAR												
New - 1												
Short Term Accommodation (Phase 2)												
Loan Outstanding		0	0	0	0	0	0	0	0	0	1,000,000	981,573
Interest Payment		0	0	0	0	0	0	0	0	0	15,000	29,167
Principal Repayment		0	0	0	0	0	0	0	0	0	18,427	37,688
Loan Balance		0	0	0	0	0	0	0	0	0	981,573	943,885
New - 2												
Swimming Pool Upgrade (Phase 1)												
Loan Outstanding		0	0	0	375,000	368,090	353,957	339,397	324,397	308,943	293,023	276,621
Interest Payment		0	0	0	0	10,937	10,510	10,070	9,617	9,150	8,669	8,173
Principal Repayment		0	0	0	6,910	14,133	14,560	15,000	15,453	15,921	16,402	16,897
Loan Balance		0	0	0	368,090	353,957	339,397	324,397	308,943	293,023	276,621	259,724
New - 3												
Swimming Pool Upgrade (Phase 2)												
Loan Outstanding		0	0	0	375,000	368,090	353,957	339,397	324,397	308,943	293,023	276,621
Interest Payment		0	0	0	0	5,625	10,937	10,510	10,070	9,617	9,150	8,669
Principal Repayment		0	0	0	6,910	14,133	14,560	15,000	15,453	15,921	16,402	16,897
Loan Balance		0	0	0	368,090	353,957	339,397	324,397	308,943	293,023	276,621	259,724
New - 4												
Groh House												
Loan Outstanding		280,000	274,840	264,288	253,416	242,216	230,678	218,790	206,544	193,927	180,929	167,538
Interest Payment		4,200	8,167	7,848	7,519	7,181	6,832	6,473	6,102	5,721	5,328	4,923
Principal Repayment		5,160	10,553	10,871	11,200	11,539	11,887	12,247	12,617	12,998	13,391	13,796
Loan Balance		274,840	264,288	253,416	242,216	230,678	218,790	206,544	193,927	180,929	167,538	153,742
New - 5												
0												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance		0	0	0	0	0	0	0	0	0	0	0
New - 6												
0												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance		0	0	0	0	0	0	0	0	0	0	0
Summary												
Loan Outstanding	1,182,477	1,462,477	1,339,808	1,207,376	1,457,862	1,709,800	1,568,240	1,493,551	1,416,555	1,337,183	2,255,360	2,152,584
Interest Payment	39,455	43,655	43,252	38,399	33,990	46,188	47,341	45,035	42,658	40,207	52,681	64,243
Principal Repayment	117,509	122,669	132,432	124,514	123,062	141,560	74,689	76,995	79,372	81,823	102,776	124,641
Loan Balance	1,064,968	1,339,808	1,207,376	1,082,862	1,334,800	1,568,240	1,493,551	1,416,555	1,337,183	1,255,360	2,152,584	2,027,943
Proceeds from New Debentures				0	375,000	375,000	0	0	0	0	1,000,000	0

**SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
LOAN SUMMARY
FOR THE PERIOD 2018-19 TO 2027-28**

	FY17/18	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
EXISTING & PROPOSED FUTURE BORROWINGS												
Governance												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
General purpose funding												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
Law, order, public safety												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
Health												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
Education & welfare												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
Housing												
Loan Outstanding		280,000	274,840	264,288	253,416	242,216	230,678	218,790	206,544	193,927	180,929	167,538
Interest Payment		4,200	8,167	7,848	7,519	7,181	6,832	6,473	6,102	5,721	5,328	4,923
Principal Repayment		5,160	10,553	10,871	11,200	11,539	11,887	12,247	12,617	12,998	13,391	13,796
Loan Balance	0	274,840	264,288	253,416	242,216	230,678	218,790	206,544	193,927	180,929	167,538	153,742
Community amenities												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
Recreation and culture												
Loan Outstanding	350,628	350,628	286,063	218,830	523,819	819,005	722,046	693,354	663,793	633,340	601,966	569,644
Interest Payment	13,687	13,687	11,019	8,242	5,349	18,899	21,448	20,581	19,687	18,767	17,818	16,841
Principal Repayment	64,565	64,565	67,233	70,011	79,814	96,959	28,693	29,560	30,454	31,374	32,322	33,299
Loan Balance	286,063	286,063	218,830	148,819	444,005	722,046	693,354	663,793	633,340	601,966	569,644	536,344
Transport												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
Economic Services												
Loan Outstanding	831,849	831,849	778,905	724,259	680,627	648,578	615,515	581,407	546,218	509,916	472,465	441,502
Interest Payment	25,768	25,768	24,066	22,309	21,122	20,108	19,062	17,982	16,869	15,720	14,534	13,346
Principal Repayment	52,944	52,944	54,646	43,632	32,048	33,063	34,109	35,188	36,302	37,451	38,600	39,749
Loan Balance	778,905	778,905	724,259	680,627	648,578	615,515	581,407	546,218	509,916	472,465	441,502	411,756
Other property and services												
Loan Outstanding		0	0	0	0	0	0	0	0	0	0	0
Interest Payment		0	0	0	0	0	0	0	0	0	0	0
Principal Repayment		0	0	0	0	0	0	0	0	0	0	0
Loan Balance	0	0	0	0	0	0	0	0	0	0	0	0
Summary												
Loan Outstanding	1,182,477	1,462,477	1,339,808	1,207,376	1,457,862	1,709,800	1,568,240	1,493,551	1,416,555	1,337,183	2,255,360	2,152,583
Interest Payment	39,455	43,655	43,252	38,399	33,990	46,188	47,341	45,035	42,658	40,207	52,681	64,243
Principal Repayment	117,509	122,669	132,432	124,514	123,062	141,560	74,689	76,995	79,372	81,823	102,776	124,641
Loan Balance	1,064,968	1,339,808	1,207,376	1,082,862	1,334,800	1,568,240	1,493,551	1,416,555	1,337,183	1,255,360	2,152,583	2,027,942

**SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
FORECAST CAPITAL EXPENDITURE
FOR THE PERIOD 2018-19 TO 2027-28**

CAPITAL EXPENDITURE BY PROGRAM

Sum of Forecast Cost		FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
Community amenities	Infrastructure Other	\$0										
	Sewerage system upgrade							\$1,100,000				
Economic services	Short Term Accommodation (Phase 1)	\$797,503										
	Short Term Accommodation (Phase 2)									\$2,000,000		
Governance	Museum	\$11,050										
	Shire Office Building (Photocopier, Office Furniture)	\$31,764										
	Shire Office Building (Solar Panels, Replace Roof, R Furniture and Equipment Renewal	\$25,000	\$10,000	\$10,000		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Health	HACC Building Upgrades (Replace windows, floor coverings & blinds, carport)	\$21,770										
	HACC Computer	\$4,400										
Housing	Buildings Renewal		\$25,000	\$100,000	\$75,000	\$100,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
	Groh House	\$280,000										
Law, order, public safety	Fire Building	\$270,673										
Recreation and culture	Swimming Pool	\$225,000	\$100,000			\$0	\$0					
	Swimming Pool Upgrade				\$750,000	\$750,000						
	Bowling Green Replacement									\$100,000		
	Tennis Court Replacement											\$100,000
	Other Infrastructure Renewal											
	Additional funding for Pool	\$0										
Transport	Footpath Construction	\$14,000										
	Infrastructure Other	\$7,000										
	Roads - Renewal	\$625,314	\$568,770	\$720,490	\$642,100	\$580,989	\$523,908	\$558,811	\$524,842	\$544,135	\$540,000	\$540,000
	Drainage Renewal											
	Footpath Renewal		\$20,000			\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
	Road Renewal - Own Source Funded					\$54,000	\$42,000	\$173,000	\$0	\$174,000	\$185,000	\$27,000
	Roads - Upgrade	\$574,962	\$289,660	\$292,200	\$282,384	\$391,212	\$429,996	\$402,974	\$447,440	\$423,410	\$450,000	\$450,000
	Plant Replacement - Refer to Plant Replacement Pr	\$62,200	\$600,000	\$350,000	\$375,000	\$375,000	\$365,000	\$320,000	\$425,000	\$380,500	\$100,000	\$675,000
(blank)	(blank)											
Program	Description											
Grand Total		\$2,950,636	\$1,613,430	\$1,472,690	\$2,124,484	\$2,281,201	\$1,415,904	\$2,609,785	\$1,452,282	\$1,577,045	\$3,430,000	\$1,847,000

CAPITAL EXPENDITURE BY ASSET CLASS

Sum of Forecast Cost		FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
Buildings	Fire Building	\$270,673										
	HACC Building Upgrades (Replace windows, floor c	\$21,770										
	Shire Office Building (Solar Panels, Replace Roof, R	\$25,000										
	Short Term Accommodation (Phase 1)	\$797,503										
	Short Term Accommodation (Phase 2)									\$2,000,000		
	Swimming Pool	\$225,000	\$100,000			\$0	\$0					
	Buildings Renewal		\$25,000	\$100,000	\$75,000	\$100,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
	Additional funding for Pool	\$0										
	Groh House	\$280,000										
Footpaths	Footpath Construction	\$14,000										
	Footpath Renewal		\$20,000			\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Furniture and Equipment	HACC Computer	\$4,400										
	Shire Office Building (Photocopier, Office Furniture)	\$31,764										
	Furniture and Equipment Renewal		\$10,000	\$10,000		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Land	Museum	\$11,050										
Other Infrastructure	Infrastructure Other	\$7,000										
	Sewerage system upgrade							\$1,100,000				
	Swimming Pool Upgrade				\$750,000	\$750,000						
	Bowling Green Replacement									\$100,000		
	Tennis Court Replacement											\$100,000
	Other Infrastructure Renewal											
Plant and Equipment	Plant Replacement - Refer to Plant Replacement Pr	\$62,200	\$600,000	\$350,000	\$375,000	\$375,000	\$365,000	\$320,000	\$425,000	\$380,500	\$100,000	\$675,000
Roads	Roads - Renewal	\$625,314	\$568,770	\$720,490	\$642,100	\$580,989	\$523,908	\$558,811	\$524,842	\$544,135	\$540,000	\$540,000
	Road Renewal - Own Source Funded					\$54,000	\$42,000	\$173,000	\$0	\$174,000	\$185,000	\$27,000
	Roads - Upgrade	\$574,962	\$289,660	\$292,200	\$282,384	\$391,212	\$429,996	\$402,974	\$447,440	\$423,410	\$450,000	\$450,000
Drainage	Drainage Renewal											
(blank)	(blank)											
Asset Class	Description											
Grand Total		\$2,950,636	\$1,613,430	\$1,472,690	\$2,124,484	\$2,281,201	\$1,415,904	\$2,609,785	\$1,452,282	\$1,577,045	\$3,430,000	\$1,847,000

**SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
FORECAST STATEMENT OF FIXED ASSET MOVEMENTS
FOR THE PERIOD 2018-19 TO 2027-28**

NOTE	FY17/18	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital Works - Infrastructure												
Roads	1,200,276	1,200,276	858,430	1,012,690	924,484	972,201	953,904	961,785	972,282	967,545	1,067,030	1,034,277
Footpaths	14,000	14,000	20,000	0	0	0	0	0	0	0	20,000	0
Drainage	0	0	0	0	0	0	0	0	0	0	0	0
Other Infrastructure	7,000	7,000	0	0	750,000	750,000	0	1,100,000	0	0	100,000	100,000
Total Capital Works - Infrastructure	1,221,276	1,221,276	878,430	1,012,690	1,674,484	1,722,201	953,904	2,061,785	972,282	967,545	1,187,030	1,134,277
Represented by:												
Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0
Additions - New	21,000	21,000	0	0	0	0	0	0	0	0	0	0
Additions - Renewal / Replacement	625,314	625,314	588,770	720,490	1,392,100	1,330,989	523,908	1,658,811	524,842	544,135	737,030	684,277
Additions - Upgrade / Expansion	574,962	574,962	289,660	292,200	282,384	391,212	429,996	402,974	447,440	423,410	450,000	450,000
Total Capital Works - Infrastructure	1,221,276	1,221,276	878,430	1,012,690	1,674,484	1,722,201	953,904	2,061,785	972,282	967,545	1,187,030	1,134,277
Asset Movement Reconciliation												
Total Capital Works	1,221,276	1,221,276	878,430	1,012,690	1,674,484	1,722,201	953,904	2,061,785	972,282	967,545	1,187,030	1,134,277
Depreciation	(599,450)	(599,450)	(624,089)	(641,891)	(662,145)	(700,991)	(740,793)	(759,871)	(808,963)	(828,409)	(847,760)	(872,448)
Net Book Value of Disposed/Written Off assets	0	0	0	0	0	0	0	0	0	0	0	0
Revaluation of Assets	0	0	0	0	0	0	0	0	0	0	0	0
Net Movement in Infrastructure Assets	621,826	621,826	254,341	370,799	1,012,339	1,021,210	213,111	1,301,914	163,319	139,136	339,270	261,829
Capital Works - Property, Plant and Equipment												
Land	11,050	11,050	0	0	0	0	0	0	0	0	0	0
Buildings	1,619,946	1,619,946	125,000	90,762	75,000	50,000	0	25,000	25,000	25,000	2,025,000	0
Furniture and Equipment	36,164	36,164	0	0	0	0	0	0	0	0	0	0
Plant and Equipment	62,200	62,200	600,000	350,000	205,000	245,000	300,000	335,000	75,000	730,500	450,000	205,000
Total Capital Works - Property, Plant and Equipment	1,729,360	1,729,360	725,000	440,762	280,000	295,000	300,000	360,000	100,000	755,500	2,475,000	205,000
Represented by:												
Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0
Additions - New	1,088,553	1,088,553	0	0	0	0	0	0	0	0	2,000,000	0
Additions - Renewal / Replacement	640,807	640,807	725,000	440,762	280,000	295,000	300,000	360,000	100,000	755,500	475,000	205,000
Additions - Upgrade / Expansion	0	0	0	0	0	0	0	0	0	0	0	0
Total Capital Works - Property, Plant and Equipment	1,729,360	1,729,360	725,000	440,762	280,000	295,000	300,000	360,000	100,000	755,500	2,475,000	205,000
Asset Movement Reconciliation												
Total Capital Works	1,729,360	1,729,360	725,000	440,762	280,000	295,000	300,000	360,000	100,000	755,500	2,475,000	205,000
Depreciation	(646,162)	(646,162)	(674,505)	(727,005)	(757,844)	(776,169)	(797,594)	(823,094)	(851,869)	(858,544)	(920,936)	(983,486)
Net Book Value of Disposed/Written Off assets	325,801	325,801	340,000	126,000	55,000	62,000	130,000	47,000	19,000	352,000	157,500	55,000
Revaluation of Assets	0	0	0	0	0	0	0	0	0	0	0	0
Net Movement in Property, Plant and Equipment	1,408,999	1,408,999	390,495	(160,243)	(422,844)	(419,169)	(367,594)	(416,094)	(732,869)	248,956	1,711,564	(723,486)
CAPITAL WORKS - Total												
Capital Works												
Total Capital Works Infrastructure	1,221,276	1,221,276	878,430	1,012,690	1,674,484	1,722,201	953,904	2,061,785	972,282	967,545	1,187,030	1,134,277
Total Capital Works Property, Plant and Equipment	1,729,360	1,729,360	725,000	440,762	280,000	295,000	300,000	360,000	100,000	755,500	2,475,000	205,000
Total Capital Works	2,950,636	2,950,636	1,603,430	1,453,452	1,954,484	2,017,201	1,253,904	2,421,785	1,072,282	1,723,045	3,662,030	1,339,277
Fixed Asset Movement												
Net Movement in Infrastructure Assets	621,826	621,826	254,341	370,799	1,012,339	1,021,210	213,111	1,301,914	163,319	139,136	339,270	261,829
Net Movement in Property, Plant and Equipment	1,408,999	1,408,999	390,495	(160,243)	(422,844)	(419,169)	(367,594)	(416,094)	(732,869)	248,956	1,711,564	(723,486)
Net Movement in Fixed Assets	2,030,825	2,030,825	644,836	210,556	589,496	602,041	(154,482)	885,820	(569,550)	388,092	2,050,834	(461,658)
Additions												
Additions - Assets at no cost	0	0	0	0	0	0	0	0	0	0	0	0
Additions - New	1,109,553	1,109,553	0	0	0	0	0	0	0	0	2,000,000	0
Additions - Renewal / Replacement	1,266,121	1,266,121	1,313,770	1,161,252	1,672,100	1,625,989	823,908	2,018,811	624,842	1,299,635	1,212,030	889,277
Additions - Upgrade / Expansion	574,962	574,962	289,660	292,200	282,384	391,212	429,996	402,974	447,440	423,410	450,000	450,000
Total Additions	2,950,636	2,950,636	1,603,430	1,453,452	1,954,484	2,017,201	1,253,904	2,421,785	1,072,282	1,723,045	3,662,030	1,339,277

SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
FORECAST STATEMENT OF OPERATIONAL FUNDING
BY NATURE AND TYPE
FOR THE PERIOD 2018-19 TO 2027-28

NOTE	FY17/18	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Funding from Operational Activities												
Revenue												
Rates	1,247,570	1,251,841	1,271,773	1,323,853	1,387,120	1,442,204	1,501,436	1,573,234	1,635,731	1,702,938	1,784,419	1,855,331
Operating grants, subsidies and contributions	1,151,749	1,916,795	1,881,583	1,899,554	1,917,768	1,936,231	1,954,946	1,973,918	1,993,151	2,012,649	2,032,417	2,052,460
Profit on asset disposal	40,800	58,881	0	0	0	0	0	0	0	0	0	0
Service Charges	137,807	155,809	143,319	149,052	155,014	161,215	167,663	174,370	181,345	188,598	196,142	203,988
Fees and charges	422,200	426,740	435,275	443,980	455,080	466,457	478,118	490,071	502,323	514,881	527,753	540,947
Interest earnings	57,740	57,740	58,895	60,073	61,575	63,114	64,692	66,309	67,967	69,666	71,408	73,193
Other revenue	203,526	28,866	29,443	30,032	30,783	31,553	32,341	33,150	33,979	34,828	35,699	36,591
	3,261,392	3,896,673	3,820,289	3,906,544	4,007,340	4,100,773	4,199,196	4,311,051	4,414,495	4,523,561	4,647,838	4,762,509
Expenses												
Employee costs	(1,553,120)	(1,673,423)	(1,584,491)	(1,616,181)	(1,656,586)	(1,698,000)	(1,740,450)	(1,783,962)	(1,828,561)	(1,874,275)	(1,921,132)	(1,969,160)
Materials and contracts	(843,690)	(1,751,643)	(989,426)	(1,012,178)	(1,041,186)	(1,070,919)	(1,101,395)	(1,132,634)	(1,164,653)	(1,197,473)	(1,231,113)	(1,265,595)
Utility charges	(177,710)	(177,710)	(181,264)	(184,889)	(189,512)	(194,250)	(199,106)	(204,083)	(209,185)	(214,415)	(219,775)	(225,270)
Depreciation on non-current asset	(1,138,280)	(1,245,612)	(1,298,594)	(1,368,896)	(1,419,988)	(1,477,160)	(1,538,386)	(1,582,965)	(1,660,832)	(1,686,953)	(1,768,696)	(1,855,935)
Loss on asset disposal	(7,200)	(955)	0	0	0	0	0	0	0	0	0	0
Interest expense	(39,455)	(43,655)	(43,252)	(38,399)	(33,990)	(46,188)	(47,341)	(45,035)	(42,658)	(40,207)	(52,681)	(64,243)
Insurance expense	(162,650)	(162,784)	(166,040)	(169,360)	(173,594)	(177,934)	(182,383)	(186,942)	(191,616)	(196,406)	(201,316)	(206,349)
Other expenditure	(94,340)	(104,340)	(106,427)	(108,555)	(111,269)	(114,051)	(116,902)	(119,825)	(122,820)	(125,891)	(129,038)	(132,264)
	(4,016,445)	(5,160,122)	(4,369,494)	(4,498,458)	(4,626,125)	(4,778,502)	(4,925,964)	(5,055,446)	(5,220,326)	(5,335,621)	(5,523,753)	(5,718,816)
	(755,053)	(1,263,450)	(549,205)	(591,915)	(618,786)	(677,729)	(726,768)	(744,395)	(805,831)	(812,060)	(875,915)	(956,307)
Funding Position Adjustments												
Depreciation on non-current assets	1,138,280	1,245,612	1,298,594	1,368,896	1,419,988	1,477,160	1,538,386	1,582,965	1,660,832	1,686,953	1,768,696	1,855,935
Net profit and losses on disposal	(33,600)	(57,926)	0	0	0	0	0	0	0	0	0	0
Movement in employee benefit provisions	0	0	0	0	0	0	0	0	0	0	0	0
Net Funding from Operational Activities	1,104,680	1,187,686	1,298,594	1,368,896	1,419,988	1,477,160	1,538,386	1,582,965	1,660,832	1,686,953	1,768,696	1,855,935
	349,627	(75,764)	749,388	776,981	801,203	799,431	811,619	838,570	855,001	874,893	892,782	899,628
Funding from Capital Activities												
Inflows												
Proceeds on disposal	155,500	383,727	340,000	126,000	55,000	62,000	130,000	47,000	19,000	352,000	157,500	55,000
Non-operating grants, subsidies and contributions	1,839,985	1,804,405	499,570	616,172	913,729	968,959	575,395	585,384	593,702	584,658	1,597,000	597,000
Outflows												
Purchase of property, plant and equipment	(1,738,737)	(1,729,360)	(725,000)	(440,762)	(280,000)	(295,000)	(300,000)	(360,000)	(100,000)	(755,500)	(2,475,000)	(205,000)
Purchase of infrastructure	(1,484,927)	(1,221,276)	(878,430)	(1,012,690)	(1,674,484)	(1,722,201)	(953,904)	(2,061,785)	(972,282)	(967,545)	(1,187,030)	(1,134,277)
Net Funding from Capital Activities	(1,228,179)	(762,504)	(763,860)	(711,280)	(985,755)	(986,242)	(548,509)	(1,789,401)	(459,580)	(786,387)	(1,907,530)	(687,277)
Funding from Financing Activities												
Inflows												
Transfer from reserves	195,844	105,844	285,000	185,000	120,000	120,000	100,000	1,260,000	45,000	205,000	230,000	145,000
New borrowings	0	0	0	0	375,000	375,000	0	0	0	0	1,000,000	0
Self-supporting loan	23,756	23,756	24,534	12,567	0	0	0	0	0	0	0	0
Outflows												
Transfers to reserves	(352,053)	(797,054)	(163,232)	(132,371)	(182,283)	(159,818)	(286,340)	(230,038)	(358,856)	(204,434)	(133,938)	(254,586)
Advances to community groups		0	0	0	0	0	0	0	0	0	0	0
Repayment of past borrowings	117,510	122,669	132,432	124,514	123,062	141,560	74,689	76,995	79,372	81,823	102,776	124,641
Net Funding from Financing Activities	(14,943)	(544,785)	278,733	189,710	435,779	476,742	(111,651)	1,106,957	(234,484)	82,389	1,198,839	15,056
Estimated Surplus/Deficit July 1 B/Fwd	6,001	602	(0)	0	0	(0)	(0)	0	0	0	0	0
Estimated Surplus/Deficit June 30 C/Fwd												
Funding Available / (to be sourced)	(893,495)	(1,383,053)	264,261	255,412	251,228	289,931	151,459	156,126	160,937	170,895	184,090	227,407

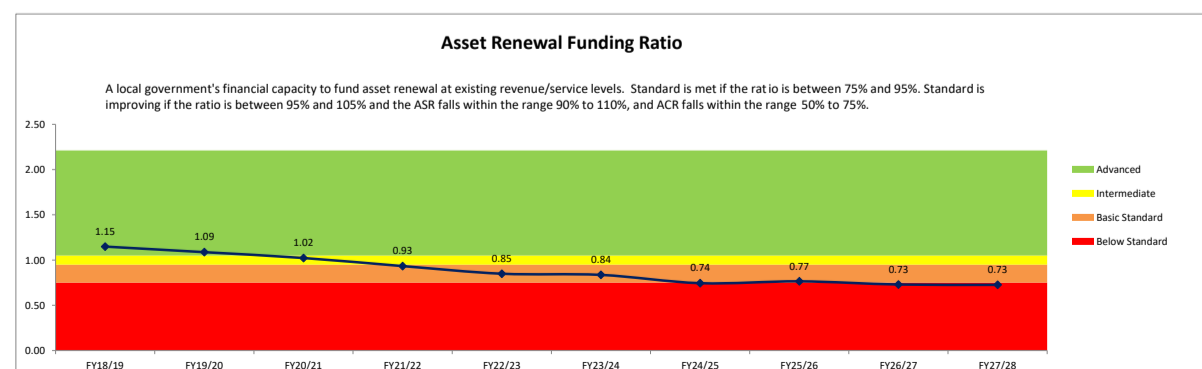
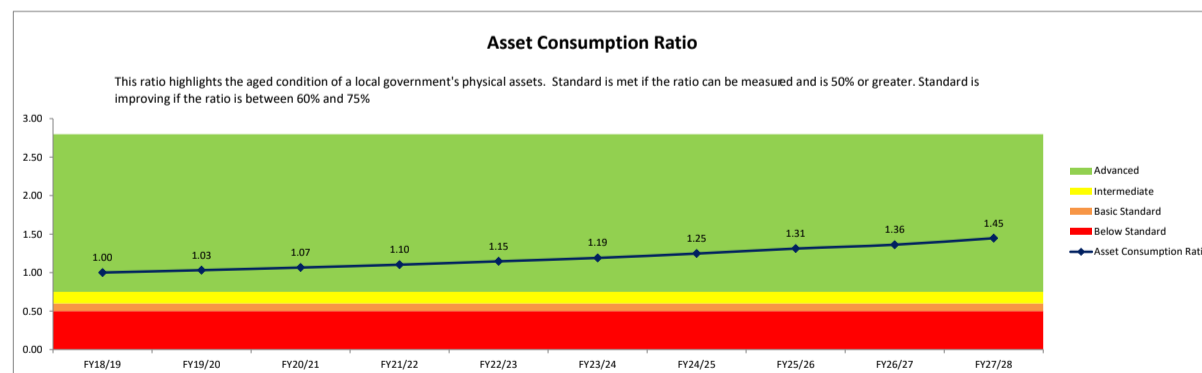
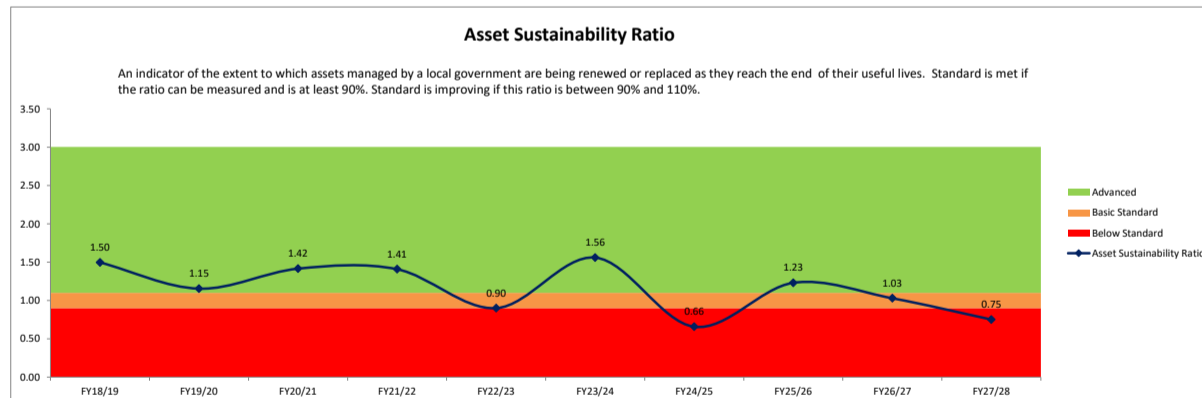
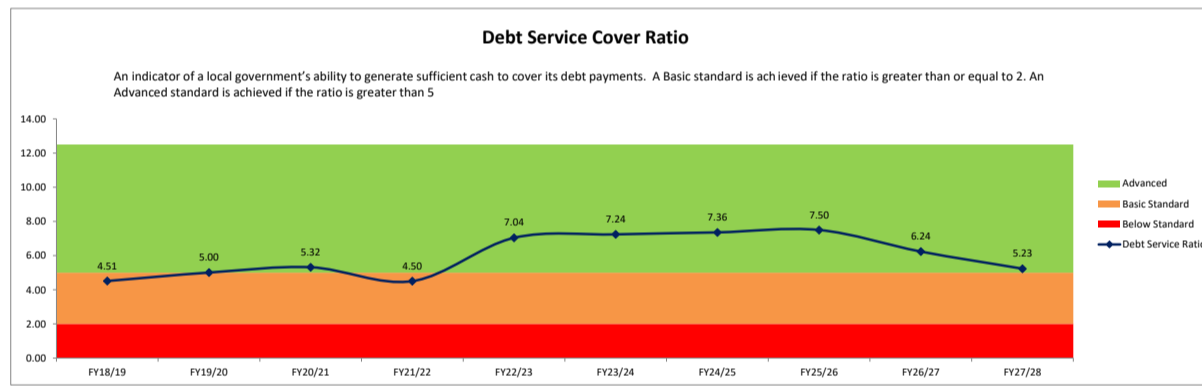
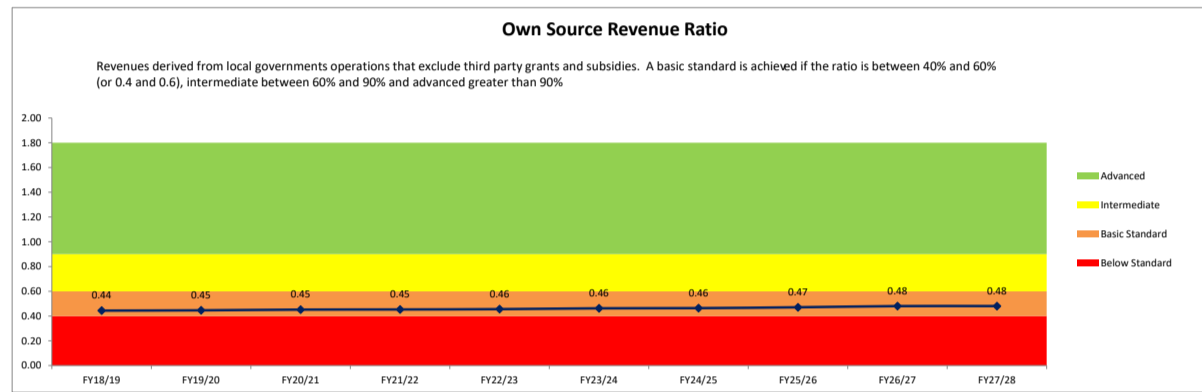
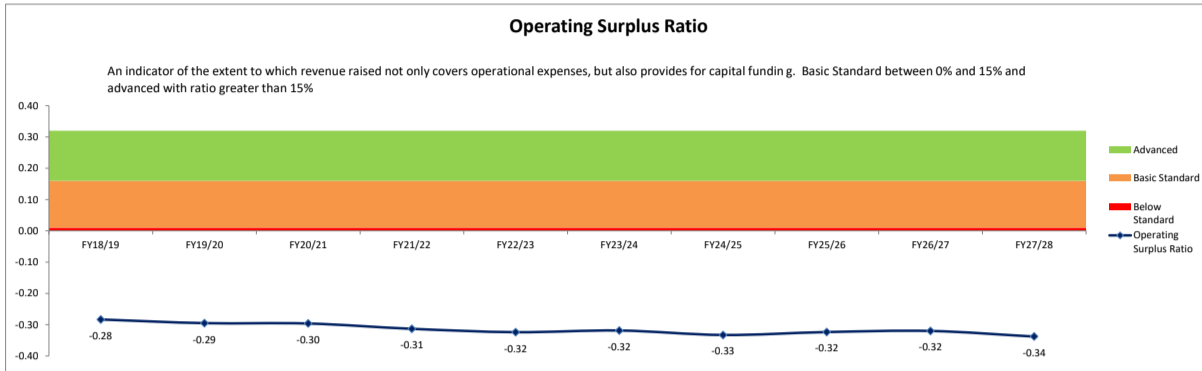
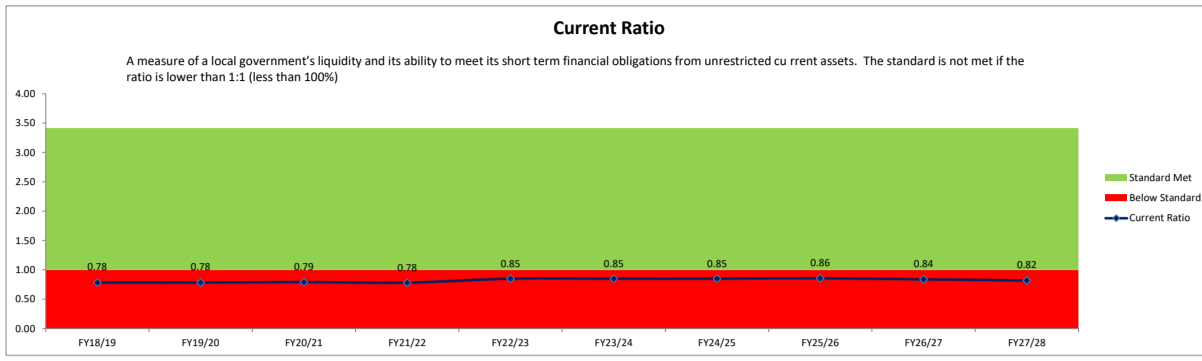
**DEPRECIATION BY ASSET CLASS
FOR THE PERIOD 2018-19 TO 2027-28**

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28
Land	\$										
Opening Value	963,000	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050
Plus Additions	11,050	0	0	0	0	0	0	0	0	0	0
Less Disposals	0	0	0	0	0	0	0	0	0	0	0
Adjusted Asset Value	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050
Depreciation	0	0	0	0	0	0	0	0	0	0	0
Current Value	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050
Buildings											
Opening Value	15,700,887	16,581,401	16,257,291	15,897,444	15,520,746	15,118,147	14,664,949	14,236,750	13,808,252	13,379,453	14,950,355
Plus Additions	1,619,946	125,000	90,762	75,000	50,000	0	25,000	25,000	25,000	2,025,000	0
Less Disposals	(309,762)	0	0	0	0	0	0	0	0	0	0
Adjusted Asset Value	17,011,071	16,706,401	16,348,053	15,972,444	15,570,746	15,118,147	14,689,949	14,261,750	13,833,252	15,404,453	14,950,355
Depreciation	(429,670)	(449,109)	(450,609)	(451,698)	(452,598)	(453,198)	(453,198)	(453,498)	(453,798)	(454,098)	(478,398)
Current Value	16,581,401	16,257,291	15,897,444	15,520,746	15,118,147	14,664,949	14,236,750	13,808,252	13,379,453	14,950,355	14,471,956
Roads											
Opening Value	20,692,217	21,477,503	21,896,937	22,453,463	22,901,529	23,378,823	23,818,375	24,246,731	24,666,347	25,061,781	25,537,349
Plus Additions	1,200,276	858,430	1,012,690	924,484	972,201	953,904	961,785	972,282	967,545	1,067,030	1,034,277
Less Disposals	0	0	0	0	0	0	0	0	0	0	0
Adjusted Asset Value	21,892,493	22,335,933	22,909,627	23,377,947	23,873,730	24,332,727	24,780,160	25,219,013	25,633,892	26,128,811	26,571,626
Depreciation	(414,990)	(438,996)	(456,164)	(476,418)	(494,908)	(514,352)	(533,430)	(552,665)	(572,111)	(591,462)	(612,803)
Current Value	21,477,503	21,896,937	22,453,463	22,901,529	23,378,823	23,818,375	24,246,731	24,666,347	25,061,781	25,537,349	25,958,824
Footpaths											
Opening Value	524,099	517,159	515,775	493,759	471,742	449,725	427,709	405,692	383,675	361,659	359,642
Plus Additions	14,000	20,000	0	0	0	0	0	0	0	20,000	0
Less Disposals	0	0	0	0	0	0	0	0	0	0	0
Adjusted Asset Value	538,099	537,159	515,775	493,759	471,742	449,725	427,709	405,692	383,675	381,659	359,642
Depreciation	(20,940)	(21,383)	(22,017)	(22,017)	(22,017)	(22,017)	(22,017)	(22,017)	(22,017)	(22,017)	(22,650)
Current Value	517,159	515,775	493,759	471,742	449,725	427,709	405,692	383,675	361,659	359,642	336,992
Drainage											
Opening Value	1,105,786	1,083,696	1,061,606	1,039,516	1,017,426	995,336	973,246	951,156	929,066	906,976	884,886
Plus Additions	0	0	0	0	0	0	0	0	0	0	0
Less Disposals	0	0	0	0	0	0	0	0	0	0	0
Adjusted Asset Value	1,105,786	1,083,696	1,061,606	1,039,516	1,017,426	995,336	973,246	951,156	929,066	906,976	884,886
Depreciation	(22,090)	(22,090)	(22,090)	(22,090)	(22,090)	(22,090)	(22,090)	(22,090)	(22,090)	(22,090)	(22,090)
Current Value	1,083,696	1,061,606	1,039,516	1,017,426	995,336	973,246	951,156	929,066	906,976	884,886	862,796
Other Infrastructure											
Opening Value	3,221,843	3,087,413	2,945,793	2,804,173	3,412,553	4,000,575	3,818,241	4,735,907	4,523,715	4,311,524	4,199,333
Plus Additions	7,000	0	0	750,000	750,000	0	1,100,000	0	0	100,000	100,000
Less Disposals	0	0	0	0	0	0	0	0	0	0	0
Adjusted Asset Value	3,228,843	3,087,413	2,945,793	3,554,173	4,162,553	4,000,575	4,918,241	4,735,907	4,523,715	4,411,524	4,299,333
Depreciation	(141,430)	(141,620)	(141,620)	(141,620)	(161,977)	(182,334)	(182,334)	(212,191)	(212,191)	(212,191)	(214,906)
Current Value	3,087,413	2,945,793	2,804,173	3,412,553	4,000,575	3,818,241	4,735,907	4,523,715	4,311,524	4,199,333	4,084,427
Furniture and Equipment											
Opening Value	116,719	84,953	13,407	(58,139)	(129,686)	(201,232)	(272,779)	(344,325)	(415,871)	(487,418)	(558,964)
Plus Additions	36,164	0	0	0	0	0	0	0	0	0	0
Less Disposals	0	0	0	0	0	0	0	0	0	0	0
Adjusted Asset Value	152,883	84,953	13,407	(58,139)	(129,686)	(201,232)	(272,779)	(344,325)	(415,871)	(487,418)	(558,964)
Depreciation	(67,930)	(71,546)	(71,546)	(71,546)	(71,546)	(71,546)	(71,546)	(71,546)	(71,546)	(71,546)	(71,546)
Current Value	84,953	13,407	(58,139)	(129,686)	(201,232)	(272,779)	(344,325)	(415,871)	(487,418)	(558,964)	(630,511)
Plant and Equipment											
Opening Value	1,458,250	1,355,849	1,462,000	1,481,151	1,396,552	1,327,528	1,224,679	1,214,330	943,506	988,807	886,016
Plus Additions	62,200	600,000	350,000	205,000	245,000	300,000	335,000	75,000	730,500	450,000	205,000
Less Disposals	(16,039)	(340,000)	(126,000)	(55,000)	(62,000)	(130,000)	(47,000)	(19,000)	(352,000)	(157,500)	(55,000)
Adjusted Asset Value	1,504,411	1,615,849	1,686,000	1,631,151	1,579,552	1,497,528	1,512,679	1,270,330	1,322,006	1,281,307	1,036,016
Depreciation	(148,562)	(153,849)	(204,849)	(234,599)	(252,024)	(272,849)	(298,349)	(326,824)	(333,199)	(395,292)	(433,542)
Current Value	1,355,849	1,462,000	1,481,151	1,396,552	1,327,528	1,224,679	1,214,330	943,506	988,807	886,016	602,474
Summary											
Opening Value	43,782,800	45,162,023	45,126,859	45,085,416	45,564,911	46,042,952	45,628,470	46,420,290	45,812,740	45,496,832	47,232,665
Plus Additions	2,950,636	1,603,430	1,453,452	1,954,484	2,017,201	1,253,904	2,421,785	1,072,282	1,723,045	3,662,030	1,339,277
Less Disposals	(325,801)	(340,000)	(126,000)	(55,000)	(62,000)	(130,000)	(47,000)	(19,000)	(352,000)	(157,500)	(55,000)
Adjusted Asset Value	46,407,635	46,425,453	46,454,311	46,984,900	47,520,112	47,166,856	48,003,255	47,473,572	47,183,785	49,001,362	48,516,942
Depreciation	(1,245,612)	(1,298,594)	(1,368,896)	(1,419,988)	(1,477,160)	(1,538,386)	(1,582,965)	(1,660,832)	(1,686,953)	(1,768,696)	(1,855,935)
Current Value	45,162,023	45,126,859	45,085,416	45,564,911	46,042,952	45,628,470	46,420,290	45,812,740	45,496,832	47,232,665	46,661,008

SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
RATIO CALCULATIONS
FOR THE PERIOD 2018-19 TO 2027-28

Ratios	Formula	FY17/18	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	
Liquidity & Solvency														
CURRENT RATIO	Current Assets		3,042,191	4,672,106	3,030,528	2,971,715	3,039,101	3,085,730	3,274,151	2,246,325	2,562,373	2,569,056	2,475,434	2,587,523
	LESS: Restricted Current Assets	-	(1,943,606)	(2,476,606)	(2,356,638)	(2,304,609)	(2,366,492)	(2,406,310)	(2,592,650)	(1,562,688)	(1,876,544)	(1,875,978)	(1,779,916)	(1,889,501)
	=		1,098,585	2,193,500	673,890	667,106	672,609	679,420	681,501	683,637	685,829	693,078	695,518	698,022
				121%	242%	78%	78%	79%	78%	85%	85%	85%	86%	84%
CURRENT RATIO	Current Liabilities		907,359	907,359	859,907	851,989	850,537	869,035	802,164	804,470	806,847	809,298	830,251	852,116
	LESS: Liabilities Assoc with xxx	-												
	=		907,359	907,359	859,907	851,989	850,537	869,035	802,164	804,470	806,847	809,298	830,251	852,116
OPERATING SURPLUS RATIO	Operating Revenue Minus Operating Expense		1,084,932	540,955	(49,635)	24,258	294,944	291,230	(151,372)	(159,010)	(212,130)	(227,402)	744,987	(334,927)
	- Net Result	-	(1,839,985)	(1,804,405)	(499,570)	(616,172)	(913,729)	(968,959)	(575,395)	(585,384)	(593,702)	(584,658)	(1,597,000)	(597,000)
	- less: Non-Operating grants, Subsidies and contributions	-												
	=		(755,053)	(1,263,450)	(549,205)	(591,915)	(618,786)	(677,729)	(744,395)	(744,395)	(805,831)	(812,060)	(852,013)	(931,927)
	Own Source Operating Revenue		2,109,643	1,979,877	1,938,705	2,006,990	2,089,572	2,164,542	2,244,251	2,337,134	2,421,344	2,510,912	2,663,224	2,758,809
	- add: rates	+	1,247,570	1,251,841	1,271,773	1,323,853	1,387,120	1,442,204	1,501,436	1,573,234	1,635,731	1,702,938	1,784,419	1,855,331
	- add: fees and user charges	+	422,200	426,740	435,275	443,980	455,080	466,457	478,118	490,071	502,323	514,881	527,753	540,947
	- add: service charges	+	137,807	155,809	143,319	149,052	155,014	161,215	167,663	174,370	181,345	188,598	196,142	203,988
	- add: interest earnings	+	57,740	57,740	58,895	60,073	61,575	63,114	64,692	66,309	67,967	69,666	71,408	73,193
	- add: profit on disposal of assets	+	40,800	58,881	0	0	0	0	0	0	0	0	0	0
	- add: reimbursements and recoveries	+												
	- add: other revenue	+	203,526	28,866	29,443	30,032	30,783	31,553	32,341	33,150	33,979	34,828	35,699	36,591
	- add: new initiatives	+	0	0	0	0	0	0	0	0	0	0	47,804	48,760
			-36%	-64%	-28%	-29%	-30%	-31%	-32%	-32%	-33%	-32%	-32%	-34%
OWN SOURCE REVENUE RATIO	Own Source Operating Revenue		2,109,643	1,979,877	1,938,705	2,006,990	2,089,572	2,164,542	2,244,251	2,337,134	2,421,344	2,510,912	2,663,224	2,758,809
	- add: rates	+	1,247,570	1,251,841	1,271,773	1,323,853	1,387,120	1,442,204	1,501,436	1,573,234	1,635,731	1,702,938	1,784,419	1,855,331
	- add: fees and user charges	+	422,200	426,740	435,275	443,980	455,080	466,457	478,118	490,071	502,323	514,881	527,753	540,947
	- add: service charges	+	137,807	155,809	143,319	149,052	155,014	161,215	167,663	174,370	181,345	188,598	196,142	203,988
	- add: interest earnings	+	57,740	57,740	58,895	60,073	61,575	63,114	64,692	66,309	67,967	69,666	71,408	73,193
	- add: profit on disposal of assets	+	40,800	58,881	0	0	0	0	0	0	0	0	0	0
	- add: reimbursements and recoveries	+												
	- add: other revenue	+	203,526	28,866	29,443	30,032	30,783	31,553	32,341	33,150	33,979	34,828	35,699	36,591
	- add: new initiatives	+	0	0	0	0	0	0	0	0	0	0	47,804	48,760
	Operating Expense		4,016,445	5,160,122	4,369,494	4,498,458	4,626,125	4,778,502	4,925,964	5,055,446	5,220,326	5,335,621	5,547,654	5,743,196
				53%	38%	44%	45%	45%	45%	46%	46%	47%	48%	48%
Debtors														
DEBT SERVICE RATIO	Annual operating surplus before interest and depreciation		422,682	25,818	792,640	815,380	835,193	845,619	858,960	883,605	897,659	915,100	969,365	988,251
	Net result		1,084,932	540,955	(49,635)	24,258	294,944	291,230	(151,372)	(159,010)	(212,130)	(227,402)	744,987	(334,927)
	- less: non-operating grants, subsidies and	-	(1,839,985)	(1,804,405)	(499,570)	(616,172)	(913,729)	(968,959)	(575,395)	(585,384)	(593,702)	(584,658)	(1,597,000)	(597,000)
	- add: interest expense	+	39,455	43,655	43,252	38,399	33,990	46,188	47,341	45,035	42,658	40,207	52,681	64,243
	- add: depreciation	+	1,138,280	1,245,612	1,298,594	1,368,896	1,419,988	1,477,160	1,538,386	1,582,965	1,660,832	1,686,953	1,768,696	1,855,935
	Debt service cost		156,965	166,324	175,684	157,052	187,748	122,030	122,030	122,030	122,030	122,030	155,457	188,885
	- principal repayments on loans	+	117,509	122,669	132,432	124,514	123,062	141,560	74,689	76,995	79,372	81,823	102,776	124,641
	- add: interest repayments on loans	+	39,455	43,655	43,252	38,399	33,990	46,188	47,341	45,035	42,658	40,207	52,681	64,243
			269%	16%	451%	500%	532%	450%	704%	724%	736%	750%	624%	523%
	Assets													
	ASSET SUSTAINABILITY RATIO	Capital renewal and replacement expenditure		2,166,884	2,166,884	1,943,430	1,579,452	2,009,484	2,079,201	1,383,904	2,468,785	1,091,282	2,075,045	1,819,530
Capital expenditure			2,950,636	2,950,636	1,603,430	1,453,452	1,954,484	2,017,201	1,253,904	2,421,785	1,072,282	1,723,045	3,662,030	1,339,277
Less: new/upgrade expenditure		+	1,109,553	1,109,553	0	0	0	0	0	0	0	0	2,000,000	0
Less: proceeds on disposal of renewed assets		+	(325,801)	(325,801)	(340,000)	(126,000)	(55,000)	(62,000)	(130,000)	(47,000)	(19,000)	(352,000)	(157,500)	(55,000)
Depreciation expense		1,138,280	1,245,612	1,298,594	1,368,896	1,419,988	1,477,160	1,538,386	1,582,965	1,660,832	1,686,953	1,768,696	1,855,935	
			190%	174%	150%	115%	142%	141%	90%	156%	66%	123%	103%	75%
ASSET CONSUMPTION RATIO	Depreciated replacement cost of assets	+	44,861,624	44,277,363	44,242,199	44,200,755	44,680,251	45,158,292	44,743,809	45,535,630	44,928,079	44,612,171	46,348,005	45,776,347
	Less Land	-	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050
			43,887,574	43,303,313	43,268,149	43,226,705	43,706,201	44,184,242	44,561,580	44,561,580	43,954,029	43,638,121	45,373,955	44,802,297
	Current replacement cost of depreciable assets	+	46,374,037	46,374,036	44,208,600	42,868,563	41,979,163	41,037,215	39,145,572	38,399,006	36,208,491	34,231,751	34,280,631	31,940,277
	Less Land	-	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050	974,050
		45,399,987	45,399,986	43,234,550	41,894,513	41,005,113	40,063,165	38,171,522	37,424,956	35,234,441	33,257,701	33,306,581	30,966,227	
			97%	95%	100%	103%	107%	110%	115%	119%	125%	131%	136%	145%
ASSET RENEWAL FUNDING RATIO	Discount rate	+	2.00%											
	NPV of planned capital renewals over 10 years		11,719,957	11,719,957	11,417,752	11,197,609	11,023,444	10,457,789	9,887,014	10,136,454	9,298,199	9,833,346	9,697,921	9,648,323
	NPV of Required Capital Expenditure Over 10 years (From Asset Management Plan)		10,099,702	10,099,702	9,938,197	10,297,843	10,778,548	11,201,888	11,644,866	12,122,919	12,483,406	12,851,497	13,284,205	13,285,388
			116.04%	116.04%	114.89%	108.74%	102.27%	93.36%	84.90%	83.61%	74.48%	76.52%	73.00%	72.62%

SHIRE OF DOWERIN - LONG TERM FINANCIAL PLAN
RATIO RISK CHARTS / GRAPHS
FOR THE PERIOD 2018-19 TO 2027-28



Shire of Dowerin

Plant & Equipment
Asset Management
Plan

Part 1 - Summary

Contents

Executive Summary	3
Background and Objectives	4
Purpose of this Asset Management Plan	4
Focus of this Asset Management Plan	4
Corporate Document Relationships.....	4
Time Period of the AMP	4
Service Levels	5
Introduction	5
Service Level Performance	5
Demand	5
Historic Demand.....	5
Future Demand	6
Demand Management.....	6
Risk Management.....	7
Lifecycle Management Plan	8
Plant & Equipment Assets' Physical Parameters	8
Plant & Equipment Data Confidence and Reliability.....	8
Lifecycle Management Strategies	8
Financial	10
Projected Expenditure Requirements.....	10
Plan Improvement and Monitoring	11
Performance Measures	11
Improvement Plan	11
Monitoring and Review Procedures.....	11

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Executive Summary

The Shire of Dowerin owns and maintains a wide range of plant and equipment assets within its fleet. These assets support the delivery of a number of different services. Furthermore, some assets are used as employment and retention tools as part of staff members' employment packages.

This document is the Shire's Asset Management Plan (AMP) for the plant & equipment fleet. It outlines the activities that will be carried out over the next 15 years. It also details the service levels (standard) the Shire will provide and the resources required to deliver them.

While the document is comprehensive, it is also evolving with the Shire's practice maturity. As such there are a number of actions that have been identified that will improve the AMP's accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it. All information within this AMP is fully detailed within a separate Part 2 document.

Overall, the Shire's fleet/portfolio is worth at least \$1.4m, with approximately 50 individual assets on the register. However, there are weaknesses in the data held on these assets. For example, it is not clear what the current replacement cost, or the annual depreciation expense is of the portfolio is. As a result of this, it is not possible to currently calculate the three asset financial ratios.

In order to improve the Shire's management practices, a number of key tasks have been identified. Over the short term, these include to:

- = Monitoring the AMP's levels of service
- = Ensure that where relevant, all plant & equipment assets are valued, and that appropriate useful lives are applied
- = Develop an operation and maintenance programme
- = Develop a medium to long term capital works programme

Background and Objectives

Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Shire's Plant and Equipment assets. These are typically plant, vehicles and equipment. The AMP documents how the Shire plans to manage these assets, to what standard (service levels) and what the associated long term costs are.

Focus of this Asset Management Plan

The assets considered by this AMP are detailed in Table 1.

Asset Type	Quantity	Current Replacement Cost
Equipment	24	-
Plant	16	-
Vehicles	10	-
Total	50	-

Table 1: Assets covered by the Plant & Equipment AMP

Corporate Document Relationships

This AMP integrates with the other following Shire documents:

- = Strategic Community Plan
- = Corporate Business Plan
- = Long Term Financial Plan
- = Annual Budget

Time Period of the AMP

The Asset Management Plan covers a 15 year period.

Service Levels

Introduction

Service Levels describe the standard (e.g. quality) that the Shire seeks to achieve from its plant and equipment assets. These have been developed through the consideration of strategic inputs, policy inputs (Appendix A) and perceived customer requirements. The process through which the Shire's Service Levels were developed is found in Appendix B.

Service Level Performance

Table 2 details the service level performance that the Shire is currently achieving. At present, no KPIs have yet been ascertained.

KPI	Performance	Tactic
Compliance	Unknown	Investigating
Financial Sustainability	Unknown	Investigating
Safety	Unknown	Investigating

Table 2: Service Level Performance

Demand

This section summarises likely factors that may affect the demand for plant & equipment assets over the life of the AMP. Full details of past and future demand factors are recorded in Appendix C.

Historic Demand

The following table outlines the key factors that have affected historical service demand change.

Driver Type	Effect	Demand Change
Population	Shire population down by 84 people (-11%) from 786 (2001) to 702 (2016). This decrease would suggest that demand for some services may have fallen. However, the overall effect on plant & equipment assets is thought to have been negligible.	Neutral
Staff Numbers	Staff numbers remained steady at 34 from 2001 to 2011.	Neutral

Table 3: Historic Demand Drivers

Future Demand

Consideration was given to six possible future demand drivers (political, economic, social, technological, legal and environmental) that may influence demand on the provision of plant & equipment.

Driver Type	Effect	Demand Change
Political	The withdrawal of fleet vehicle licence fee and stamp duty concessions will increase the cost of operating and renewing the portfolio. The State government could move to introduce rate capping in the future, but its current stance on this is not known.	Increase
Economic	The WMP predicts that staff numbers are likely to increase marginally over time. As a result the plant & equipment portfolio size is likely to remain stable. Volatile energy costs may mean that plant & equipment becomes increasingly more expensive. The implementation of resource efficient assets may help to limit the effects of energy cost changes. Further internal asset management practice improvements would increase financial efficiency and long term sustainability.	Increase
Social	A forecasted decrease in the Shire's future population may result in a negative demand change. Any future change in Shire staffing levels would result in additional plant and equipment being required. Changes in the Shire's demographic profile is unlikely to be a driver of demand change.	Decrease
Technological	The increasing amount of technology being integrated into specific pieces of plant and equipment will increase the demand for specialist servicing equipment and staff training. Overall maintenance costs may increase.	Increase
Legal	No specific legal demand factors have been identified.	Neutral
Environmental	Increased demand for clearer decision making around asset need. Demand for staff to understand asset's whole of life costs. Preference for the acquisition of 'environmentally gentle' assets which may have a higher whole of life costs.	Increase

Table 4: Future Demand Drivers

Demand Management

A review of past and future demand factors shows that while some change has occurred, the effects of future change are likely to be somewhat negligible. The areas that will need some observation and/or consideration are likely to be:

- = The alignment of the workforce management plan with this AMP.
- = A review of the asset management resources required to effectively manage the portfolio.
- = A review of the current costs of individual assets compared to their level of usage in order to identify opportunities for efficiency gains.
- = A review of the Shire's long term ability to maintain increasingly sophisticated assets.

Risk Management

A risk analysis of the current plant and equipment asset management deficiencies identified by the AMP has been undertaken. The results are detailed in Appendix D. Table 5 outlines the top identified risks.

Ref.	Risk	Level of Risk	Further Action
1	Service levels within the AMP are incomplete meaning that service outputs don't align to performance targets.	High	Begin monitoring the AMP service levels.
8	Financial projections within the AMP have low confidence levels.	High	Revise the long term capital programme, with forecasted asset sales values.

Table 5: Major Plant & Equipment Asset Management Risks

Lifecycle Management Plan

The lifecycle management plan details how the Shire intends to manage and operate its plant & equipment assets at the agreed service levels. Full details of the portfolio can be found in Appendix E.

Plant & Equipment Assets' Physical Parameters

Asset Type	Quantity	Current Replacement Cost	Fair Value	Annual Depreciation
Equipment	24	-	\$98,705	-
Plant	16	-	\$1,217,727	-
Vehicles	10	-	\$132,818	-
Total	50	-	\$1,449,250	-

Table 6: Plant & Equipment Portfolio Physical Parameters

Plant & Equipment Data Confidence and Reliability

Table 7 details the reliability and confidence levels of the current asset data the Shire holds. It is the Shire's intention to progress towards a position whereby data confidence levels for all areas are classified as either a 1 or 2.

Asset Class	Inventory	Condition	Valuation
Equipment	2	N/A	4
Plant	2	N/A	4
Vehicles	2	N/A	4

Table 7: Plant & Equipment Portfolio Data Confidence Levels

Lifecycle Management Strategies

Operation & Maintenance Strategy

The Shire does not currently have a clear strategy for the operation and maintenance of plant & equipment assets. It seeks to progress to a point whereby it employs a planned preventative strategy wherever possible. This has been listed as an improvement action.

Renewal Strategy

The Shire's renewal strategy for plant and equipment is primarily driven through the establishment of optimal replacement triggers. Triggers are typically based upon age and/or usage intervention points. These usually strive to balance cost, safety, reliability and functionality. Renewal projects are listed on a long term works programme and reported within this AMP.

Upgrade/New Strategy

The Shire occasionally requires either new or upgraded plant & equipment assets. These assets are usually identified due to capacity issues with the currently available assets. The need for additional assets is considered by senior staff and then sometimes recommended to Council for approval. Due to the infrequency of new and/or upgrade purchases, a formal prioritisation/selection criteria framework is not applied.

Disposal Strategy

The Shire does not frequently dispose of plant and equipment assets (this is where the asset is not replaced/renewed). Where a potential need is identified, then this is considered by staff, and in some cases, Council.

Financial

This section contains the financial requirements resulting from all the information presented in this AMP. A detailed financial model is recorded in Appendix G.

Projected Expenditure Requirements

Expense Type	Year 1	Year 2	Year 3	Year 4	Year 5
	2018/19	2019/20	2020/21	2021/22	2022/23
Operations	\$154,435	\$154,435	\$154,435	\$154,435	\$154,435
Maintenance	\$33,665	\$37,270	\$33,665	\$133,345	\$33,665
Renewal	\$200,000	\$100,000	\$5,000	\$185,000	\$65,000
Upgrade	\$0	\$0	\$0	\$0	\$0
New	\$0	\$0	\$0	\$0	\$0
Disposal	\$0	\$0	\$0	\$0	\$0
Required Funds	\$388,100	\$291,705	\$193,100	\$472,780	\$253,100

Expense Type	Year 6	Year 7	Year 8	Year 9	Year 10
	2023/24	2024/25	2025/26	2026/27	2027/28
Operations	\$154,435	\$154,435	\$154,435	\$154,435	\$154,435
Maintenance	\$33,665	\$33,665	\$33,665	\$33,665	\$33,665
Renewal	\$0	\$0	\$5,000	\$0	\$0
Upgrade	\$0	\$0	\$0	\$0	\$0
New	\$0	\$0	\$0	\$0	\$0
Disposal	\$0	\$0	\$0	\$0	\$0
Required Funds	\$188,100	\$188,100	\$193,100	\$188,100	\$188,100

Expense Type	Year 11	Year 12	Year 13	Year 14	Year 15
	2028/29	2029/30	2030/31	2031/32	2032/33
Operations	\$154,435	\$154,435	\$154,435	\$154,435	\$154,435
Maintenance	\$33,665	\$33,665	\$33,665	\$33,665	\$33,665
Renewal	\$0	\$0	\$0	\$0	\$0
Upgrade	\$0	\$0	\$0	\$0	\$0
New	\$0	\$0	\$0	\$0	\$0
Disposal	\$0	\$0	\$0	\$0	\$0
Required Funds	\$188,100	\$188,100	\$188,100	\$188,100	\$188,100

Table 8: Plant & Equipment Projected Expenditure Requirements

Plan Improvement and Monitoring

This Section of the AMP outlines the degree to which it is an effective and integrated tool within the Shire. It also details the future tasks required to improve its accuracy and robustness.

Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Shire reports on. Each ratio is described in Appendix H. The Shire's current performance is recorded in Table 9.

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2018	Unknown	Unknown	Unknown

Table 9: AMP Performance Measures

Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 10.

Task No	Task	Responsibility	Timeline
1	Review the current level of asset management resources (inclusive of training/skills). Ensure that they are sufficient for the Shire's needs.		
2	Review the portfolio's energy consumption levels. Identify where efficiencies can be made.		
3	Undertake further financial analysis so that the asset ratios can be calculated.		
4	Develop operation and maintenance works programmes.		
5	Develop a longer term capital works programme.		
6	Monitor the AMPs service levels.		

Table 10: Plant & Equipment AMP Improvement Plan

Monitoring and Review Procedures

This AMP will be reviewed during annual budget preparation and amended to recognise any changes in levels of service and/or resources available to provide those services as a result of the budget decision process.

Shire of Dowerin

Plant & Equipment
Asset Management
Plan

Part 2 - Detailed

Appendices

Appendix A – Legislation, Acts, Regulations & Standards.....	3
Appendix B – AMP Stakeholders and Service Levels	5
Appendix C – Demand.....	10
Appendix D – Risk Management Analysis.....	16
Appendix E – Portfolio Physical Parameters	20
Appendix F – Lifecycle Management Strategies	24
Appendix G – Financial Model	27
Appendix H – Asset Ratios	29

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Appendix A – Legislation, Acts, Regulations & Standards

This section provides details on all legislation, standards, policies and guidelines that should be considered as part of the management practices of the Shire's plant & equipment assets.

Legislation / Standard / Organisation	Requirement / Document
Local Government Act 1995	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by AMPs for sustainable service delivery.
Dangerous Goods Safety Act 2004	Relates to the safe storage, handling and transport of dangerous goods (e.g. herbicides).
Occupational Health and Safety Act 1984	The Occupational Health and Safety Act is concerned with protecting the safety, health and welfare of people engaged in work or employment. Full consideration and application of the Act should be given in order to identify, manage and reduce or mitigate the risk of harm to the Shire's employees.
OSH Regulations 1996	The guidelines for employees and employers to undertake within the work environment
Federal Motor Vehicle Standards Act 1989	The main objectives of this Act are to achieve uniform vehicle standards to apply to new vehicles when they begin to be used in transport in Australia and to regulate the first supply to the market of used imported vehicles.
WA Road Traffic Act 1974	The Act sets out all road regulations applied within WA. It covers key aspects such as licencing for vehicles, driver licencing, traffic regulations, impounding and confiscation of vehicles, events on roads and other regulations.
WA Road Traffic Amendment Act 2004	Amends the Act to cover/clarify areas concerning dangerous driving.
WA Road Traffic Code 2000	Sets out the road rules within WA.
WA Road Traffic (Vehicle Standards) Regulations 2002	Sets out the standards for vehicles, covering areas such as maintenance, emission control, load limits and restricted access vehicles.
Disability Discriminations Act, 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the

	overall benefits to the community and the economy that flow from participation by the widest range of people.
Other Standards and Regulations	<p>Other relevant documents include, but are not limited to:</p> <ul style="list-style-type: none"> = AASB 5 Non-Current Assets Held for Sale and Discontinued Operations = AASB 13 Fair Value Measurement = AASB 116 Property, Plant and Equipment = AASB 118 Revenue = AASB 119 Employee Benefits = AASB 136 Impairment of Assets = Local Government Act 1995 Part 6 – various financial management processes = Various Australian Standards which may be applicable to individual types of plant and equipment = AS/NZS 4360: 1995 Risk Management = All other relevant State and Federal Acts & Regulations = All Local Laws and relevant policies of the organisation
Shire of Dowerin Policies	<ul style="list-style-type: none"> = Risk Management = Occupational Safety, Health & Well Being = Asset Management = Use of Shire Property by Employees = Disposal of Property

Table 1: Legislative Requirements, Standards, Policies and Guidelines

Appendix B – AMP Stakeholders and Service Levels

AMP Stakeholders

Analysis of the plant and equipment portfolio has revealed that there are three key stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.

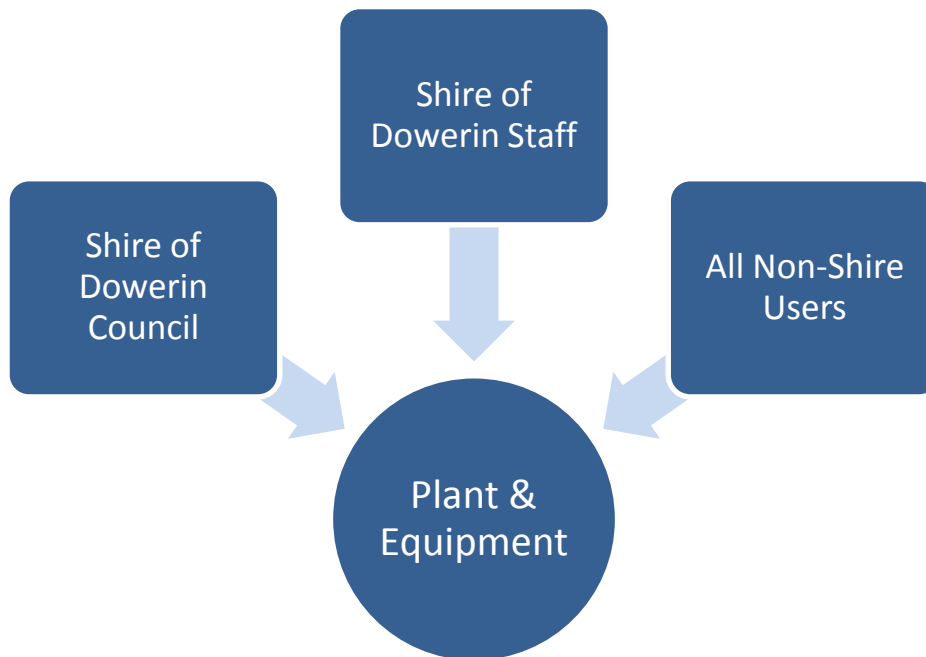


Figure 1: Plant & Equipment Stakeholders

Process for Developing Potential Service Levels

In developing the service levels for plant & equipment assets, the Shire has generally applied the framework as set out in the IIMM. The process broadly applies five steps, being:

- = Identify service attributes important to customers
- = Define the delivered customer service levels
- = Develop performance measures
- = Consult with customers
- = Make service level based decisions

Strategic Community Plan (SCP) Drivers

In addition to considering the needs and wants of different stakeholder groups, the SCP was also reviewed to identify objectives of relevance. The following table outlines those objectives that may influence this AMP's service levels.

Objective	Outcome	Action
Our Infrastructure	Infrastructure is fit for purpose, responsibly managed and maintained.	Develop a comprehensive asset management plan that prioritizes assets and details a replacement/maintenance schedule that aligns to community need (e.g. investigations of options for refurbishment and renewal or relocation of the swimming pool, toilet in the park, etc.).
Our Leaders	Through effective planning, service delivery meets community needs and assets are managed to optimize use and minimize life cycle costs.	Develop an asset management plan and long term financial plan consistent with identified community priorities for asset renewal and service delivery.

Table 2: Strategic Community Plan Objectives Aligned to the Plant & Equipment Portfolio

Consideration of the objectives listed above, shows that aside from the AMP documents, there are no specific transport service attributes that are required by the Strategic Community Plan.

Stakeholder Key Service Attributes

Each of the key stakeholders were considered as to what they value and expect from plant & equipment assets. These needs and wants were captured and have been presented in the table below. Those considered of high importance (frequently occurring) and those which are needed, were then considered to form the basis of the AMP's Service Levels. Note, no service attribute can occur more than once for any stakeholder group.

Stakeholder	Specific Needs/Wants	Service Attribute	Need or Want?
Shire Council	Plant & Equipment managed to meet all applicable statutory regulations	Compliance	Need
	Plant & Equipment is managed in a financially sustainable manner	Financial Sustainability	Need
	Plant & Equipment is provided in a financially efficient manner	Financial Efficiency	Want
	Plant & Equipment is managed in an environmentally sustainable manner	Environmental Sustainability	Want
	Plant & Equipment is maintained so as to minimise the Shire's and users' risk exposure	Safety	Want
	Users are satisfied with the Plant & Equipment	Quality	Want
Shire Staff	Plant & Equipment is reliable	Reliability	Want
	Plant & Equipment is available when required	Availability	Want
	Plant & Equipment is safe to operate	Safety	Want
	Plant & Equipment is in a good condition	Condition	Want
Users	Plant & Equipment is reliable	Reliability	Want
	Plant & Equipment is available when required	Availability	Want

	Plant & Equipment is safe to operate	Safety	Want
	Plant & Equipment is in a good condition	Condition	Want
	Plant & Equipment is of a certain minimum quality and with good ergonomics	Quality	Want
	Plant & Equipment that is part of a remuneration package is new and looks good.	Aesthetics	Want

Table 3: Stakeholder Service Levels

The following service attributes are either frequently occurring and/or needed. As such, they are considered for potential Service Levels.

- = Safety – Frequency: 3
- = Compliance – Frequency: 1 and Needed
- = Financial Sustainability – Frequency: 1 and Needed

Service Level Targets and Performance

By considering the potential service attributes from the SCP and stakeholder key service attributes, a total of four KPIs have been selected. The following table outlines the KPIs used to monitor performance delivery.

KPI	Driver	Level of Service	Performance Measure	Target	Current	Data Confidence
Compliance	Stakeholder attributes.	Plant & equipment is managed to at least meet statutory obligations.	Number of identified occurrences each year where an asset has failed to meet a statutory requirement.	TBC	TBC	-
Financial Sustainability	Stakeholder attributes.	Plant & equipment portfolio is financially sustainable.	Percentage of AMP sustainability ratio KPIs within target.	TBC	TBC	-
Safety	Stakeholder attributes.	Ensure plant & equipment is maintained to reduce risk of injury.	Number of reported lost time injury days per financial year, caused by an item of plant or equipment.	TBC	TBC	-
		Purchased plant and equipment is of an industry recognised safety level.	Percentage of plant and equipment assets that at their purchase date, were within the highest band/rating of an applicable Australian industry safety benchmarking scheme (e.g. ANCAP 5 star), where applicable.	TBC	TBC	-

Table 4: Service Level Targets and Performance

Appendix C – Demand

Background

Predicting future demand for services is an important element of any organisation's asset management practices. It enables practitioners to plan ahead and identify the best way of meeting future demand.

This section of the AMP looks at both historical and future levels of demand. Whilst future demand is arguably the more important focus, crucial evidence and trends can be learnt from examining what has happened, and what is happening. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct. The Demand Section takes a broad view to possible demand influences and as an outcome, attempts to identify those most likely to have the greatest impact on demand over the life of the AMP.

Historic Plant & Equipment Demand

Demand for services is generally measured by quantifiable metrics. However, linking the usage of services such as transport (e.g. roads, paths etc.) back to plant and equipment usage levels is complex. As such and where possible, understanding each piece of plant or equipment's usage levels is a far easier metric to collect and maintain data on. To ascertain the historical demand, the Shire has used statistics to consider a range of factors.

Population Change

Between 2001 and 2016, the Shire's population at census night has fallen from 786 to 702. This decrease of 84 people (-11%) would suggest that demand for some services that are supported by plant & equipment may have decreased.

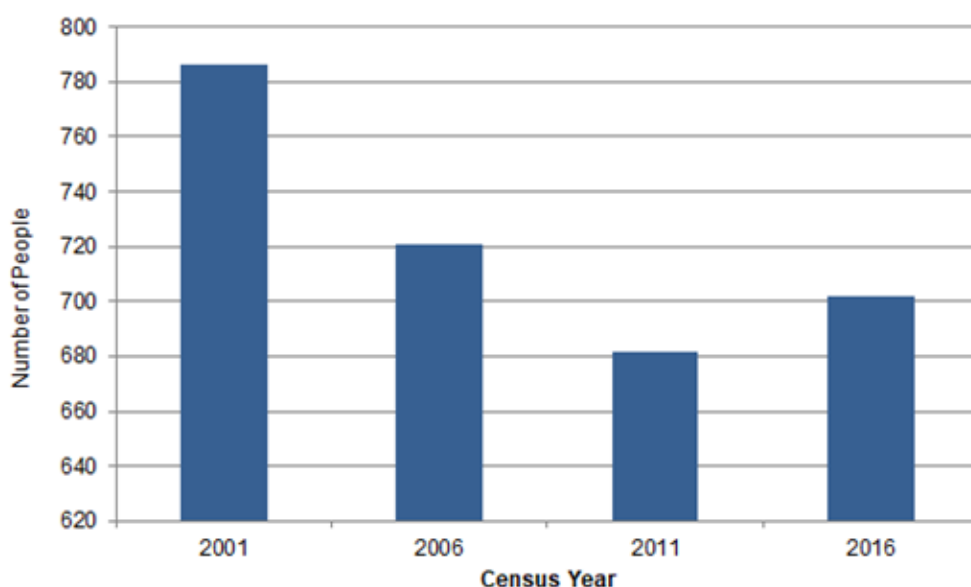


Figure 2: ABS Census Population – Shire of Dowerin 2001 - 2016

Staff Numbers

Between 2001 and 2011, the number of staff employed by the Shire stayed relatively stable at around 34. A forecast within the Workforce Management Plan suggests that this may rise to 36 by 2026. Given the marginal nature of change, it is thought that staff number changes will not be a significant influence on service demand.

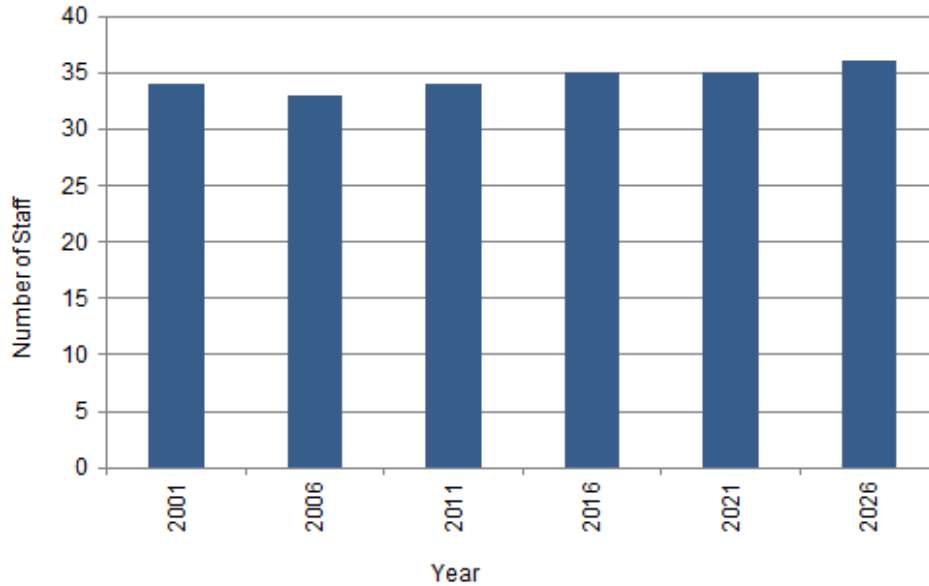


Figure 3: Shire Actual and Forecast Total Staff Numbers

Future Demand Drivers

In order to identify future demand pressures on the Plant & Equipment Portfolio (both positive and negative), six driver categories, being political, economic, social, technological, legal and environmental have been considered. Drivers such as these will not only influence actual usage levels, but also possibly require future resources to meet specific needs or goals. Each of these demand drivers are discussed below and their effect summarised. The exact effects of many of these drivers are difficult to quantify and may also require further study and research.

Political Demand

State Government

Although the State Government does not typically exert demand influence on the Shire's plant and equipment assets, recent changes to stamp duty and licencing exemptions will have an impact. From 1 July 2017, concessions on fleet vehicle licence fees and stamp duty that have applied to local government were withdrawn. This means that the cost of operating and renewing many plant & equipment assets will now be more expensive.

In 2016 the then State Government flagged 'rate capping' as a potential strategy that it could impose on WA local governments. The result of this could be that individual organisations have limited flexibility to adapt to cost increases, particularly if these are above the cap's limits. As a result, local governments may be forced to cut services or increase other fees and charges in order to fund services and assets. At this time it is unclear as to whether the current State Government will adopt a similar stance.

Council

The Shire's Council can affect demand through a number of ways, but primarily through the allocation of financial resources and setting of service levels. However, the Shire's Integrated Planning and Reporting Framework will help ensure that plant and equipment assets are sustainably funded and managed. It has been noted within some of the other AMPs, that the Shire needs to increase the resources it currently allocates to Asset Management in order to drive practice improvements.

Change Effect: The withdrawal of fleet vehicle licence fee and stamp duty concessions will increase the cost of operating and renewing the portfolio. The state government could move to introduce rate capping in the future, but its current stance on this is not known. Due to observed deficiencies in the Shire's asset management practices, increased resourcing is required over the short to medium term.

Economic Demand

Staff Number Changes

Many of the pieces of plant & equipment that the Shire owns are required in order to support the jobs that staff members undertake. As such there is a direct link between staff numbers and

the quantities of certain plant and equipment assets. Therefore, this AMP needs to be brought into alignment with the Workforce Management Plan's projections. A review of the WMP shows that by 2026, the total amount of staff employed at the Shire may rise by two, to thirty-six. Given the marginal nature of this rise, staff changes are not thought to be a significant influence on service demand.

Energy and Water Costs and Availability

The operation and maintenance of many plant & equipment assets uses energy, typically in the form of either petrol, diesel, gas or electricity. In recent years, many of these energy sources have had volatile price changes, making long term pricing difficult to predict. Some industry predictions suggest that energy from non-sustainable sources (e.g. petrol, diesel etc.) may (over the longer term) rise above normal inflation levels. If correct, then the use of plant & equipment will become increasingly expensive. There is merit in considering the composition of the plant & equipment portfolio and to determine where possible policy changes can be made so that utilised assets are increasingly more energy efficient. This has been listed as an improvement action.

Council Financial Sustainability

In recent years there has been a moderate level of publicity and investigation into the long term sustainability of WA local governments. A key introduced initiative has been the publication of a number of asset sustainability ratios. These are published in the Shire's Annual Report and also through the mycouncil.wa.gov.au website. A review of the MyCouncil ratios shows that there are issues with the accuracy of them and the Shire's ability to be able to produce them. As such, it is unclear as to how financially sustainable the Shire is over the longer term. As an improvement action, further ratio analysis is required.

Change Effect: The WMP predicts that staff numbers are likely to increase marginally over time. As a result the plant & equipment portfolio size is likely to remain stable. Volatile energy costs may mean that plant & equipment becomes increasingly more expensive. The implementation of resource efficient assets may help to limit the effects of energy cost changes. Further internal asset management practice improvements would increase financial efficiency and long term sustainability.

Social Demand

Population

Western Australia Tomorrow is a set of forecasts representing the best estimate of Western Australia's future population size based on current fertility, mortality and migration trends. These trend forecasts are used to identify potential preferred future scenarios that can be built upon; as well as less favourable possibilities for which mitigating action can be taken. The forecast contains a Shire population forecast spanning from 2011 until 2026. The forecast contains 5 bands of population projections, with A being the most pessimistic and E the most optimistic. The results are shown in Table 5.

Year	Band A	Band B	Band C	Band D	Band E
2011	700	700	700	700	700
2016	620	670	710	740	800
2021	570	640	690	730	820
2026	530	610	680	740	830
Change	-170 (24%)	-90 (13%)	-20 (3%)	+40 (6%)	+130 (19%)

Table 5: Population Forecasts by Bands

When the census results are considered, it shows that the Shire's population is falling at approximately -0.7% per annum (15 year rolling average), being broadly in line with Band B. This suggests that by 2026, the Shire's population may have contracted to 610 people. As such, this may have a negative effect on the demand for plant & equipment assets. It should be noted though, that between 2011 and 2016, the population actually grew by 20 people. As such, the forecast may have a low confidence level.

Demographics

Historical census data showed that the Shire's median age rose from 35 in 2001 to 43 in 2016. While this may suggest that demand for certain services could change over time (e.g. decline in active recreation), it is unclear as to whether this will cause any demand change to the portfolio.

Change Effect: A forecasted decrease in the Shire's future population may result in a negative demand change. Any future change in Shire staffing levels would result in additional plant and equipment being required. Changes in the Shire's demographic profile is unlikely to be a driver of demand change.

Technological Demand

Plant Maintenance

In recent years, many items of plant and equipment (e.g. vehicle control systems) have become increasingly complex. This trend is likely to continue as other technology features (e.g. parking assist, collision avoidance, wireless computing etc.) become increasingly common. While these features present benefits in terms of efficiency, safety etc., they may make it increasingly difficult for the Shire to maintain them without specific technologies such as diagnostic software and hardware. As such, there may be a significant increase in demand for new technologies to enable certain assets (e.g. vehicles) to be internally maintained. This will also demand an investment in staff training so that they also have the necessary skills to maintain assets.

Alternative Fuels

Rising fuel costs have led to an increase in the number of alternative fuels available for certain pieces of plant (e.g. compressed natural gas). If the Shire were to introduce vehicles using alternative fuels, there would be a need for staff to gain familiarity with their handling. Additional specialist service equipment may also be required.

Change Effect: The increasing amount of technology being integrated into specific pieces of plant and equipment will increase the demand for specialist servicing equipment and staff training. Overall maintenance costs may increase.

Legal Demand

No specific legal demand factors have been identified.

Change Effect: No change.

Environmental Demand

Environmental Sustainability

In recent years, the community's awareness of environmental issues, including climate change, has resulted in some change to habits and broader government legislation. It is likely that over the term of this AMP that asset managers will have to ensure that assets are maintained at increasingly environmentally sustainable levels. This will include:

- = Questioning whether assets are required
- = Ensuring that maximum life is obtained from assets
- = Acquiring assets that are energy efficient
- = Acquiring assets with a high component recyclability rate and/or low carbon footprint

Change Effect: Increased demand for clearer decision making around asset need. Demand for staff to understand asset's whole of life costs. Preference for the acquisition of 'environmentally gentle' assets which may have a higher whole of life costs.

Appendix D – Risk Management Analysis

This appendix details the desktop risk analysis undertaken on the management of the plant & equipment portfolio. The risk analysis has considered ISO 31000 (Risk Management).

Risk Context

The risk analysis applies only to the management activities undertaken on plant and equipment assets. It does not seek to identify physical risks. The following statement defines what an 'acceptable' level of risk is with regards to plant & equipment assets.

Through risk management, the Shire of Dowerin aims to:

- = Protect the quality of plant and equipment
- = Protect users of plant and equipment assets
- = Protect the Shire's assets and public image
- = Reduce the Shire's exposure to risk
- = Promote effective financial and asset management practices

This will be achieved through:

- = Identifying, decreasing the likelihood, and mitigating the consequences of, risk within the constraints of sensible commercial objectives and practices
- = Applying risk based practices to the management of plant and equipment assets and associated decision making
- = Maintaining safe and reliable plant and equipment
- = Preparing appropriate contingencies
- = Reviewing the risk profile of plant and equipment at appropriate intervals and when circumstances dictate
- = Maintaining an up to date Plant and Equipment AMP

Risk Criteria

The following criteria have been applied as part of the risk analysis.

Risk Matrix

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Likelihood Scale

Level	Likelihood Scale		
	Descriptor	Indicative Frequency	Probability
5	The event is expected to occur in most circumstances	More than once per year	> 90% chance of occurring
4	The event will probably occur in most circumstances	At least once per year	60% - 90% chance of occurring
3	The event should occur at some time	At least once in 3 years	40% - 60% chance of occurring
2	The event could occur at some time	At least once in 10 years	10% - 40% chance of occurring
1	The event may only occur in exceptional circumstances	Less than once in 15 years	< 10% chance of occurring

Consequence Scale

Severity Level	Consequence Types						
	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
5	Fatality, permanent disability	More than \$500,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, widespread loss of community trust, high widespread multiple media profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact
4	Lost time injury (>5 days)	\$50,001 - \$500,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, widespread high impact on community trust, high media profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
3	Medical type injuries	\$10,001 - \$50,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact on community trust or moderate media profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
2	First aid injuries	\$1,001 - \$10,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non-compliances	Substantiated, localised impact on community trust or low media item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
1	Negligible injuries	Less than \$1,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, localised low impact on community trust, low profile or no media item	Inconsequential or no damage.	Contained, reversible impact managed by on site response

Risk Analysis

Asset: Plant & Equipment Fleet			Compiled by: Ben Symmons (AIM)				Date: 28-Mar-18					
Date of risk review:			Reviewed by:				Date:					
Reference	The Risk	Event (what can happen)	Cause (how this can happen)	Consequence (What can happen)	Existing controls	Effectiveness of existing controls	Analysis (1 (Low) - 5 (High))			Risk priority	Treat Risk (Y/N)	Further Action
							Likelihood	Consequence	Level of risk			
1	AMP has incomplete service levels	AMP outputs do not align to formal performance targets	Lack to leadership and/or resource(s)	Shire lacks control over the management of service outputs	None	Nil	4	3 (F)	High	=1	Y	Begin monitoring service level KPIs
2	Service demand increases	Demand can not be serviced	Demand increases due to a range of drivers (see AMP)	Demand can not be serviced, service delivery effected	AMP, WMP	Moderate	1	3 (SI)	Low	8	N	
3	AMP - WMP alignment	AMP and Workforce Management Plan become misaligned	Weaknesses in internal IPR practices	Forward financial projections within AMP are inaccurate	AMP	Moderate	2	3 (FI)	Moderate	=5	N	
4	Asset cost/benefit	Assets become cost inefficient	Lack of formalised reporting on asset usage vs cost	Opportunities for fleet cost reduction are not identified	AMP	Low	3	3 (FI)	Moderate	=3	N	
5	Asset inventory	Single asset inventory is difficult to produce	Database not accurately maintained	Non-optimised management etc.	Financial asset register	Moderate	2	3 (FI)	Moderate	=5	N	
6	Asset valuation	Assets are unvalued, and/or incorrectly valued	Poor inventory records and valuation contract specifications	Assets unvalued, under insured and outputs of low confidence (e.g. sustainability ratios)	Valuations	Moderate	3	3 (FI)	Moderate	=3	N	
7	Performance measures	Ratios outside of target bands	Low confidence input data, poor AM practices etc.	Poor service delivery for cost, possible bad publicity	AMP	Moderate	2	3 (R)	Moderate	=5	N	
8	Financial projections	Financial projections of low confidence	Lack of long term capital works program.	Projections misaligned with actual requirements	AMP	Low	3	4 (FI)	High	=1	Y	Revise long term capital program, with forecasted asset sales values

Table 6: Asset Management Plan Risk Analysis

Appendix E – Portfolio Physical Parameters

Data Confidence

To be able to effectively manage its assets, the Shire collects and maintains a range of data on its plant and equipment assets. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 8 details the reliability and confidence levels of the current asset data the Shire holds. In assessing the data, the Shire has applied the IIMM confidence framework as detailed in Table 7.

Confidence Grade	Description	Accuracy
1 - Excellent	Accurate	100%
2 - Good	Minor inaccuracies	± 5%
3 - Average	50% estimated	± 20%
4 - Poor	Significant data estimated	± 30%
5 – Very Poor	All data estimated	± 40%

Table 7: Data Confidence Measures

Asset Class	Inventory	Valuation
Plant	2	4
Vehicles	2	4
Furniture & Equipment	2	4

Table 8: Plant and Equipment Portfolio Data Confidence Levels

Inventory & Valuation

The following section outlines the Shire's plant and equipment assets as at 30 June 2017.

Asset	Description	Category	CRC	Fair Value	Annual Depreciation
05009	Southern Cross Irrigator	Equipment		\$2,727	
07011	Bagshaw Free Roller	Equipment		\$4,545	
08015	Digital Safety Trailer	Equipment		\$6,364	
09010	Chatfields Tree Planter	Equipment		\$18,182	
2010-13	Morbank Chipper	Equipment		\$4,545	
2012-013	Water Transporter Tank	Equipment		\$3,636	
99001	Dulevo Sweeper	Plant		\$3,636	
2015003	Dulevo Sweeper	Plant		\$31,818	
05002	Toyota Hilux	Vehicle		\$2,455	
05003	Ford Courier	Vehicle		\$1,818	
10-009	Holden Omega	Vehicle		\$13,636	
2010-001	Ford Ranger	Vehicle		\$6,727	
2010-002	Ford Territory	Vehicle		\$6,818	
2012-004	Ford Falcon XT Sedan	Vehicle		\$8,636	
2013-005	Ford Territory TX Sedan	Vehicle		\$17,273	
2016003	Ford Territory - WORKS	Vehicle		\$29,091	
22021	Toyota Hilux - Utility	Vehicle		\$909	

2010-24	Bus - Toyota Coaster	Vehicle		\$45,455	
05006	Minnivale Fire Truck	Plant		\$81,818	
98001	Fire - Dowerin Brigade Truck Hino	Plant		\$14,091	
2012-144	Isuzu NPS 300	Plant		\$90,909	
2014001	Mitsubishi Truck	Plant		\$118,182	
2014002	Mitsubishi Truck	Plant		\$118,182	
2	Hino Truck	Plant		\$36,364	
1	Hino Truck	Plant		\$45,455	
2016001	Water Cart - HINO FM	Plant		\$90,909	
08030	Tandem Trailer	Equipment		\$2,273	
10-001	Trailer	Equipment		\$909	
2015001	Plant Trailer	Equipment		\$10,909	
445	Trailer Rheem Fuel 2000LT	Equipment		\$909	
426	Trailer Low Loader	Equipment		\$4,545	
461	Trailer Custom Dolly	Equipment		\$909	
486	Trailer - Mowers	Equipment		\$909	
07017	Mustang Skid Steer Loader	Plant		\$15,000	
10-002	CAT Grader 12M	Plant		\$122,727	
2016002	CAT Grader 120M	Plant		\$245,455	
2012-011	CAT Loader 938H	Plant		\$159,091	
2013-001	Case IH Maxxfarm 50 Tractor Mower	Plant		\$16,818	

41003	Multipac VP2400 Roller	Plant		\$27,273	
99021	Trailer Fuel 600LT	Equipment		\$500	
01004	Trailer Maintenance	Equipment		\$1,500	
04008	Fuel Tank - Depot	Equipment		\$5,427	
07020	Emergency Generator	Equipment		\$6,364	
08024	Boya Mower Bladerunner	Equipment		\$3,136	
2010-15	Weed Spray Skid Mounted	Equipment		\$2,322	
2010-16	Sewerage Drain Cleaner	Equipment		\$3,409	
2012-014	Mower - Cox Stockman	Equipment		\$2,273	
22026	Waste Oil Facility	Equipment		\$4,545	
515	Two Way Radio Systems	Equipment		\$5,410	
2015002	Cable Locator	Equipment		\$2,455	

Appendix F – Lifecycle Management Strategies

Background

Lifecycle management encompasses all strategies and practices that the Shire employs to manage plant and equipment assets at the lowest lifecycle cost. This section details all the strategies and practices that are currently employed.

Principles & Definitions

In considering the Shire's asset lifecycle management, the following key principles and definitions must be considered.

Work Category Definitions

The Shire considers the activities it undertakes across six categories as follows.

Activity	Definition
Operation	Continuously required expenditure which enables assets to provide benefits to the community such as utility charges, inspections, cleaning etc.
Maintenance	Regular works to maintain the assets' capability, such as minor repairs, servicing, mowing, painting, crack seals etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the renewal of an internal wall in a building, renewal of an engine in a grader, resurfacing a road (re-sheeting or resealing) or replacing girders on a bridge.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as the widening of a road, extension of a building, installation of reticulation to a dry park etc.
New Work	The creation of a new asset, in a location where that asset type has not existed before.
Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 9: Activity Categories

Lifecycle Cost Basis

All assets have a lifecycle. This is defined as the time interval that commences with the identification of the need for an asset and ends with the decommissioning of the asset (i.e. disposal but with no replacement). It covers five stages, being conception & design, acquisition/construction, operation & maintenance, renewal and disposal.

Operation & Maintenance Strategy

Background

The Shire does not currently have a clear strategy towards operation and maintenance. As an improvement action, it would like to develop an integrated framework, as described by the figure below. Moving towards a more planned strategy, would result in positive management benefits.

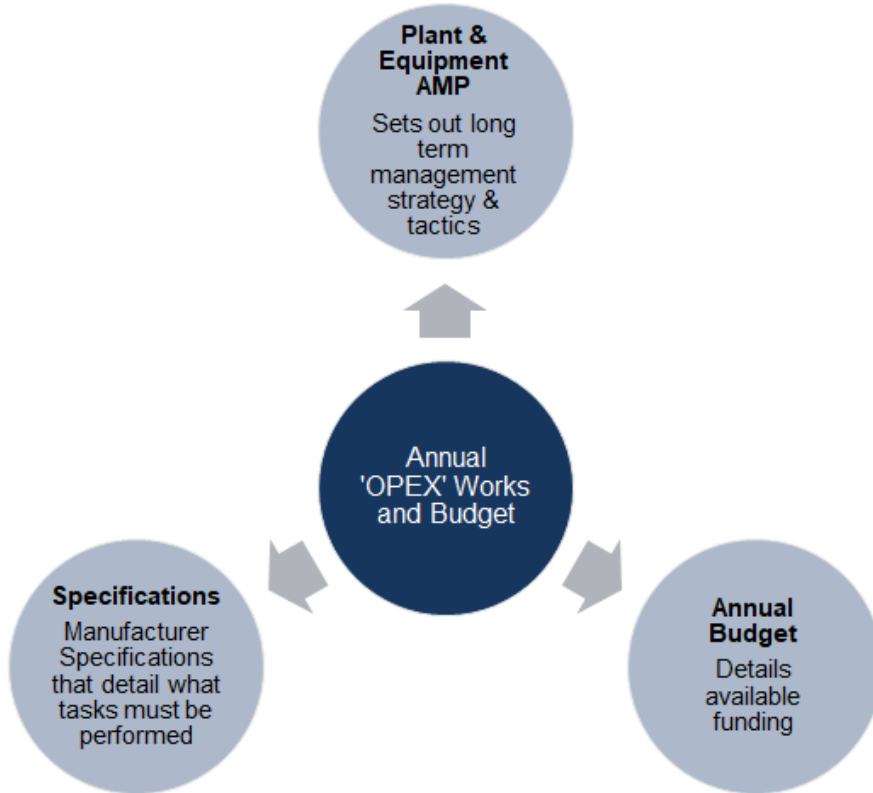


Figure 4: Plant & Equipment Operation & Maintenance Framework

Staff Resources

The overall management of the Shire’s plant & equipment assets falls within the responsibility of the Chief Executive Officer. The Finance Manager is responsible for overall accounting control, and the Assets & Works Manager for works. The Shire is also assisted from time to time by external contractors.

Software Systems

The Shire currently employs the use of the following software systems to manage plant and equipment asset data.

Software	Uses
SynergySoft	SynergySoft is used to record all asset revenue and expenditure, as well as relevant records.

Table 10: Asset Management Software Systems

Renewal Strategy

Background

The Shire's renewal strategy for plant and equipment is primarily driven through the establishment of optimal replacement triggers. Triggers are typically based upon age and/or usage intervention points. These typically strive to balance cost, safety, reliability and functionality.

Condition Inspection Methodology

Due to plant and equipment assets being replaced on a time and/or usage based schedule, there is no need to formally record assets' physical condition.

Renewal Works Programme

The Shire generally only maintains a renewal programme for the current annual budget period. An improvement action to develop a broader five year works programme for all plant & equipment assets has been listed.

Upgrade/New Strategy

Background

The Shire occasionally requires either new or upgraded plant & equipment assets. These assets are usually identified due to capacity issues with the currently available assets. The need for additional assets is considered by senior staff and then recommended to Council for approval. Due to the infrequency of new and/or upgrade purchases, a formal prioritisation/selection criteria framework is not required.

Upgrade/New Works Programme

The Shire generally does not maintain a long term upgrade/new works programme.

Disposal Strategy

Background

At the present time the Shire generally does not frequently dispose of plant & equipment assets. Where such a need is identified, then it is considered by staff and (in some instances) Council.

Disposal Programme

The Shire generally does not maintain a long term disposal works programme.

Key Assumptions

A number of key assumptions are made in preparing forecasts of required expenditure and revenue. They are that:

- = Plant and equipment assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- = Standards, Acts and Regulations associated with plant and equipment assets will remain essentially the same over the AMP life.
- = Expenditure projections do not allow for inflation.
- = Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- = Renewal programmes have been based primarily on replacement schedules.
- = Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- = Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

Appendix H – Asset Ratios

Background

On an annual basis each WA local government reports seven key performance indicators (KPIs) (available within the Annual Report). Of these, three KPIs reflect the performance of the Shire's. These KPIs are useful in determining:

- = the current physical state of the asset portfolio
- = how sufficient past renewal expenditure was
- = whether sufficient future renewal expenditure is being allowed for

Asset Consumption Ratio

The ratio is a measure of the condition of the Shire's physical assets, by comparing their fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-75%. Non-depreciating assets should be excluded from the calculation.

Depreciated Replacement Cost (Fair Value) of Depreciable P & E Assets
Current Replacement Cost of Depreciable P & E Assets

Asset Type	DRC (FV)	CRC	ACR
Equipment	\$98,705	Unknown	-
Plant	\$1,217,727	Unknown	-
Vehicles	\$132,818	Unknown	-
Total	\$1,449,250	Unknown	-

Table 11: Plant & Equipment Assets Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the plant and equipment asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 3). The ratio has a target band of between 90%-110%.

P & E Asset Renewal Expenditure
P & E Asset Depreciation

Asset	2014/15-2016/17 Average	ADE	ASR
Plant & Equipment	Unknown	Unknown	-
Total			

Table 12: Plant & Equipment Assets Sustainability Ratios

Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 15 year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 15 years in the LTFP, by the net present value of planned renewal expenditure over the next 15 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

$$\frac{\text{NPV of LTFP Planned Renewal Expenditure over the next 15 years}}{\text{NPV of AMP Required Renewal Expenditure over the next 15 years}}$$

Asset	LTFP	AMP	ARFR
Plant & Equipment	-	-	-
Total	-	-	-

Shire of Dowerin

Property Asset
Management Plan

Part 2 - Detailed

Appendices

Appendix A – Legislation, Acts, Regulations & Standards.....	3
Appendix B – AMP Stakeholders and Service Levels	6
Appendix C – Property Demand	11
Appendix D – Risk Management Analysis.....	21
Appendix E – Portfolio Physical Parameters	25
Appendix F – Lifecycle Management Strategies	34
Appendix G – Financial Model	40
Appendix H – Asset Ratios	42

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Appendix A – Legislation, Acts, Regulations & Standards

This section provides details on all legislation, standards, policies and guidelines that should be considered as part of the management practices of the Shire's property assets.

Legislation / Standard / Organisation	Requirement / Document
Local Government Act 1995	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by AMPs for sustainable service delivery. The Act also provides guidance on the rules around local governments who derive revenue from operations such as non-core business.
Building Code of Australia	The Building Code of Australia (BCA) is Volumes One and Two of the National Construction Code (NCC). The BCA is produced and maintained by the Australian Building Codes Board (ABCB) on behalf of the Australian Government and State and Territory Governments. The BCA has been given the status of building regulations by all States and Territories.
Aboriginal Heritage Act 1972	Regulations and requirements that the Shire must comply with relating to aboriginal heritage.
Aboriginal Heritage Regulations 1974	Preservation of the community places and objects used by traditional owners.
Native Title Act 1999	Regulations and requirements that the Shire must comply with in relation to the use of land.
Dangerous Goods Safety Act 2004	Relates to the safe storage, handling and transport of dangerous goods.
Health Act 1911	Relates to the handling and disposal of hazardous materials including asbestos.
Dividing Fences Act (1961)	Local government exemption from 50/50 contribution for dividing fences abutting public open space.
Occupational Health and Safety Act 1984	The Occupational Health and Safety Act is concerned with protecting the safety, health and welfare of people engaged in work or employment. Full consideration and application of the Act should be given in order to identify, manage and reduce or mitigate the risk of harm to the Shire's employees.
OSH Regulations 1996	The guidelines for employees and employers to undertake within the work environment
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to

	<p>be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.</p> <p>Disability discrimination happens when people with a disability are treated less fairly than people without a disability. Disability discrimination also occurs when people are treated less fairly because they are relatives, friends, carers, co-workers or associates of a person with a disability.</p>
Disability Services Act 1993	An Act for the establishment of the Disability Services Commission and the Ministerial Advisory Council on Disability, for the furtherance of principles applicable to people with disabilities, for the funding and provision of services to such people that meet certain objectives, for the resolution of complaints by such people, and for related purposes.
Disability Services Regulations 2004	Current amendments to Disability Services Act (1993)
Accounting Standards	<ul style="list-style-type: none"> = AASB 5 Non-Current Assets Held for Sale and Discontinued Operations = AASB 13 Fair Value Measurement = AASB 116 Property, Plant and Equipment = AASB 118 Revenue = AASB 119 Employee Benefits = AASB 136 Impairment of Assets = AASB 138 Intangible Assets = AASB 140 Investment Property = AASB 1051 Land Under Roads
Other Standards and Regulations	<p>Other relevant documents include, but are not limited to:</p> <ul style="list-style-type: none"> = AS/NZS 4360: 1995 Risk Management = All other relevant State and Federal Acts & Regulations = All Local Laws and relevant policies of the organisation.
Shire of Dowerin Policies	<ul style="list-style-type: none"> = Risk Management = Purchasing = Financial Management = Occupational Safety, Health & Well Being = Asset Management = Employee Housing = Disposal of Property = Financial Management

Table 1: Legislative Requirements, Standards, Policies and Guidelines

Appendix B – AMP Stakeholders and Service Levels

AMP Stakeholders

Analysis of the Shire's property portfolio revealed that there are five key stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.

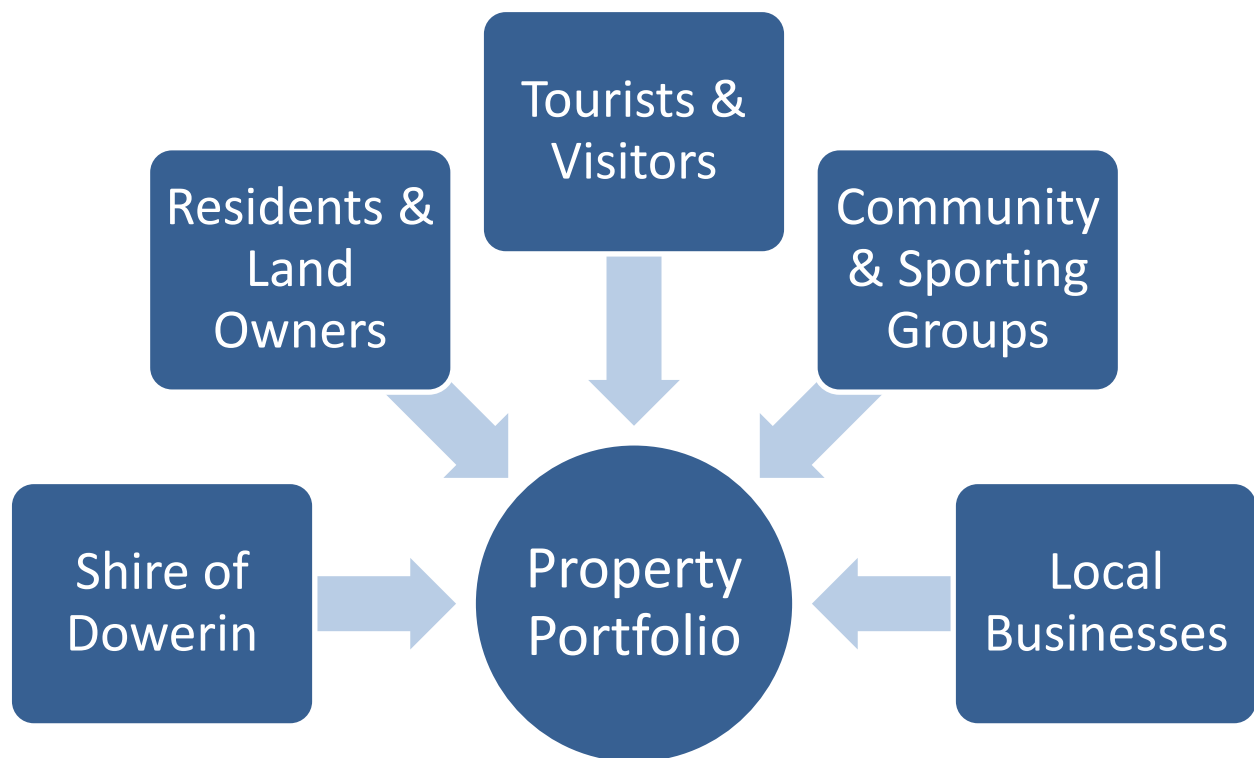


Figure 1: Property Stakeholders

Process for Developing Potential Service Levels

In developing the service levels for the property portfolio, the Shire has generally applied the framework as set out in the IIMM. The process broadly applies five steps, being:

- = Identify service attributes important to customers
- = Define the delivered customer service levels
- = Develop performance measures
- = Consult with customers
- = Make service level based decisions

Strategic Community Plan (SCP) Drivers

In addition to considering the needs and wants of different stakeholder groups, the SCP was also reviewed to identify Strategies (Programmes) of relevance. The following table outlines those Strategies that may influence this AMP's service levels.

Objective	Outcome	Action
Our Infrastructure	Infrastructure is fit for purpose, responsibly managed and maintained.	Empty spaces/places review to determine and promote opportunities for the re-use and revitalization of unused community assets.
		Develop a comprehensive asset management plan that prioritizes assets and details a replacement/maintenance schedule that aligns to community need (e.g. investigations of options for refurbishment and renewal or relocation of the swimming pool, toilet in the park, etc.).
Natural Environment	Sustainable infrastructure design and maintenance minimizes environmental impact.	Sustainable maintenance of parks, ovals and public spaces/infrastructure through planning for rain water harvesting, storage and use and renewable energy installations (e.g. solar panels).
Our Leaders	Through effective planning, service delivery meets community needs and assets are managed to optimize use and minimize life cycle costs.	Develop an asset management plan and long term financial plan consistent with identified community priorities for asset renewal and service delivery.

Table 2: Strategic Community Plan Objectives Aligned to the Property Portfolio

Consideration of the objectives listed above shows that the following property service areas are of high importance to the SCP. These may then be considered by the final service levels within this AMP:

= Environmental sustainability

= Utilisation

Stakeholder Key Service Attributes

Each of the key stakeholders were considered as to what they value and expect from property assets. These needs and wants were captured and have been presented in the table below. Those considered of high importance (frequently occurring) and those which are needed, were then considered to form the basis of the AMP's Service Levels.

Stakeholder	Specific Needs/Wants	Need or Want?	Service Attribute
Shire (Council & Staff)	Properties are managed to meet all applicable regulations	Need	Compliance
	Properties are managed in a financially sustainable manner	Want	Financial Sustainability
	Properties are maintained in a safe condition so as to minimise the Shire's and users' risk exposure	Need	Safety
	Properties are accessible to all legal users	Want	Accessibility
	Properties are available for use when users want them.	Want	Availability
	Properties are managed to reduce, and where possible avoid, negative environmental outcomes	Want	Environmental Sustainability
	Users are satisfied with properties	Want	Customer Satisfaction
	Properties are of a suitable quality to attract and retain staff	Want	Quality
	Properties have functional flexibility to be able to provide multiple services	Want	Flexibility
Residents & Landowners	Property portfolio adds to local aesthetics	Want	Aesthetics
	Property portfolio enhances local property values	Want	Quality
	Properties are designed and maintained in order to discourage anti-social behaviour	Want	Safety
Tourists & Visitors	Properties are accessible	Want	Accessibility
	Properties are available	Want	Availability

	Properties are well maintained and to a high standard	Want	Quality
	Properties are safe	Want	Safety
	Properties are well signed	Want	Signage
	Properties add to the Shire's aesthetic appeal	Want	Aesthetics
Community & Sporting Groups	Properties are accessible	Want	Accessibility
	Properties are available	Want	Availability
	Properties are well maintained and to a high standard	Want	Quality
	Properties are safe	Want	Safety
	Properties can be adapted to suit different services	Want	Flexibility
	Properties add to the Shire's aesthetic appeal	Want	Aesthetics
Local Business	Properties are accessible	Want	Accessibility
	Properties are available	Want	Availability
	Properties are well maintained and to a high standard	Want	Quality
	Properties adds to the aesthetic appeal of the Shire	Want	Aesthetics
	Properties represent value for money	Want	Financial Sustainability
	Properties enhance trade	Want	Economic Development
	That consultation occurs on major property projects	Want	Consultation

Table 3: Stakeholder Service Levels

The following service attributes are either frequently occurring and/or needed. As such, they are considered for potential Service Levels.

- = Compliance – Frequency: 1 and Needed
- = Quality – Frequency: 5
- = Safety – Frequency: 4 and Needed

Service Level Targets and Performance

By considering the potential service attributes from the SCP and stakeholder key service attributes, a total of six KPIs have been selected. The following table outlines the KPIs used to monitor performance delivery.

KPI	Driver	Level of Service	Performance Measure	Target	Current	Data Confidence
Compliance & Safety	Stakeholder attributes	Ensure effective management of risks to health in accordance with relevant legislation and community needs.	Percentage of compliance, safety and maintenance defects corrected within intervention targets.	TBC	TBC	-
Environmental Sustainability	Strategic Community Plan	Buildings are managed as to minimise their use of non-renewable resources.	Percentage of buildings' electricity usage that is from renewable sources.	TBC	TBC	-
			Percentage of building waste water that is reused.	TBC	TBC	-
Quality	Stakeholder attributes	Ensure that buildings are clean, inviting, damage and graffiti free and reflect heritage values where appropriate.	Number of complaints per annum regarding the quality of buildings.	TBC	TBC	-
		Buildings are maintained in a good condition / are physically sustainable.	Percentage of building components, by replacement cost, rated as between a condition of 1 and 3.	TBC	95%	Low
Utilisation	Strategic Community Plan	Buildings are fit for purpose and well utilised.	Percentage of buildings that meet or exceed their utilisation targets.	TBC	TBC	-

Table 4: Service Level Targets and Performance

Appendix C – Property Demand

Background

Council’s fundamental role is to provide services to its community and stakeholders. These services are often underpinned by assets. Predicting future demand for services (e.g. recreation facilities) is important to ensure that the appropriate assets are provided and maintained.

This section of the AMP looks broadly at both historical and future levels of property demand. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct.

Historic Property Demand

Demand for services is generally measured by how many customers use the asset(s). However, the Shire generally does not monitor individual building usage levels. To ascertain historical influences on demand, a range of different demand sources have been considered. Each is discussed as follows.

Population & Demographic Change

When the overall population of the Shire (Figure 2) between 2001 and 2016 is considered, the number at census night has fallen from 786 to 702. This decrease of 84 people (-11%) would suggest that demand from property based services has potentially declined.

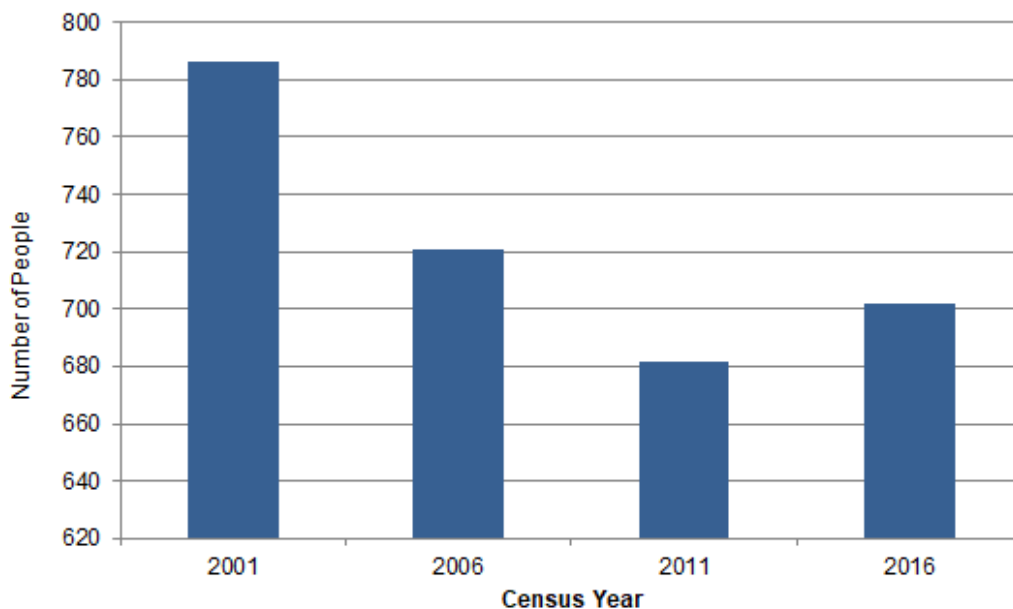


Figure 2: ABS Census Population – Shire of Dowerin 2001 - 2016

Over the same timeframe, the median age has increased from 35 to 43. This significant change would undoubtedly have also changed the demand for specific building based services. For example, there may be proportionally more demand for passive recreation services which would be required by older people.

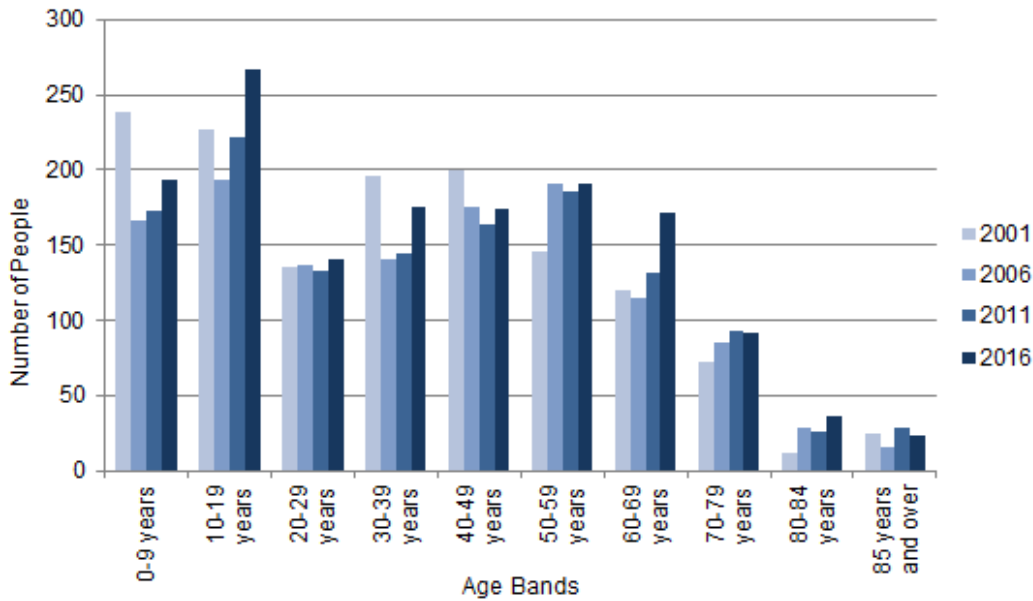


Figure 3: ABS Census Demographics – Shire of Dowerin 2001-2016

Recreation Participation Change

The ABS Participation in Sport and Physical Recreation Survey was last conducted in 2013-14. Within Australia, walking for exercise remained the most popular activity over time with a participation rate of 19.2%. The second and third most popular activities were fitness/gym (17.4%) and jogging/running (7.4%) respectively.

Within WA (Figure 4), participation rates peaked at around 75% in 2002 and have since steadily fallen to 63% in 2013. If this trend is also representative of the Shire’s population, then it is important, as this could further offset any service demand variation from a changing population size. However, this position cannot be categorically determined without the assistance of property usage statistics. The collation of this information has been listed as an improvement action.

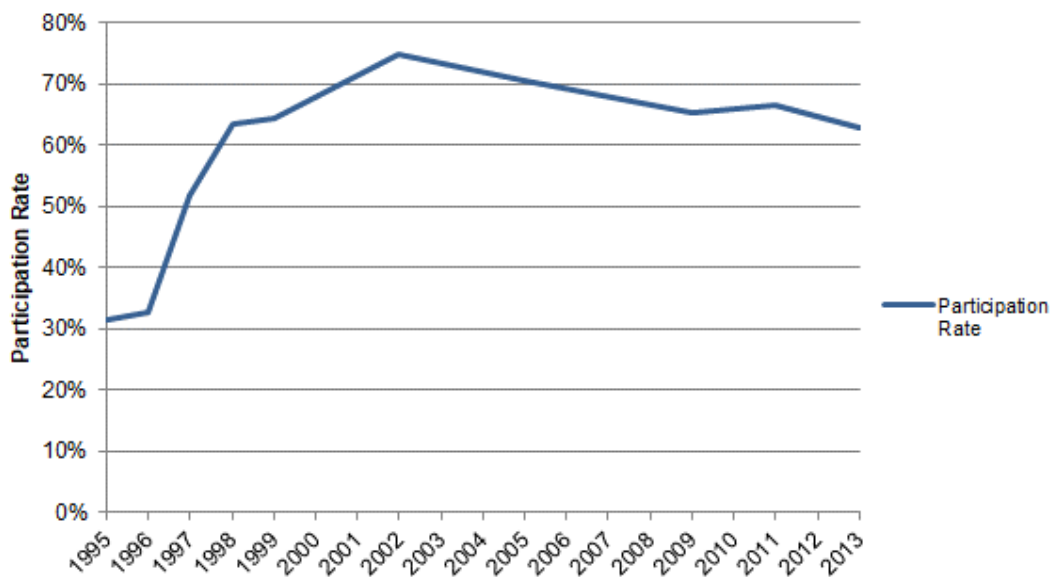


Figure 4: ABS Sport and Recreation Participation Rates

Tourist & Visitor Numbers Change

Outside of immediate local demand, there may be potential demand from visitors to the Shire, whether day trippers or tourists. Figures from Tourism WA show that over the past five years, the estimated number of visitors to/within WA have risen from 22.0million in 2013 to 30.5million in 2017. Figures show that 7% of visitors go to the ‘golden outback’ region, within which the Shire sits. Assuming that a portion of these visitors may visit the Shire, increases in WA tourist numbers may have resulted in increasing demand of property based services. However, the overall demand change effect is considered to be negligible.

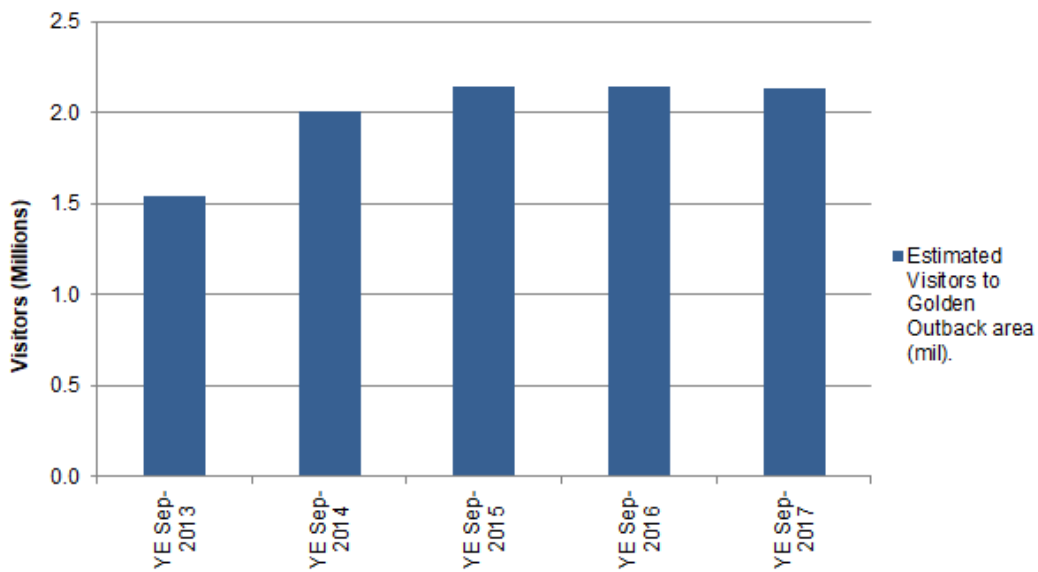


Figure 5: Estimated Golden Outback Visitors (Source: Tourism WA July 2017)

Rainfall Change

Consideration of historical annual rainfall may provide an indication of climate change and whether buildings will need to adapt to meet water supply challenges. Figure 6 shows the annual total rainfall at Dowerin from 1904 to 2016. Considering the linear trend line, it can be seen that average annual rainfall levels have slowly fallen from approximately 390mm to 340mm per annum. While it is difficult to determine whether this trend has directly affected the Shire’s buildings in any way, it does reinforce the importance of minimising water usage.

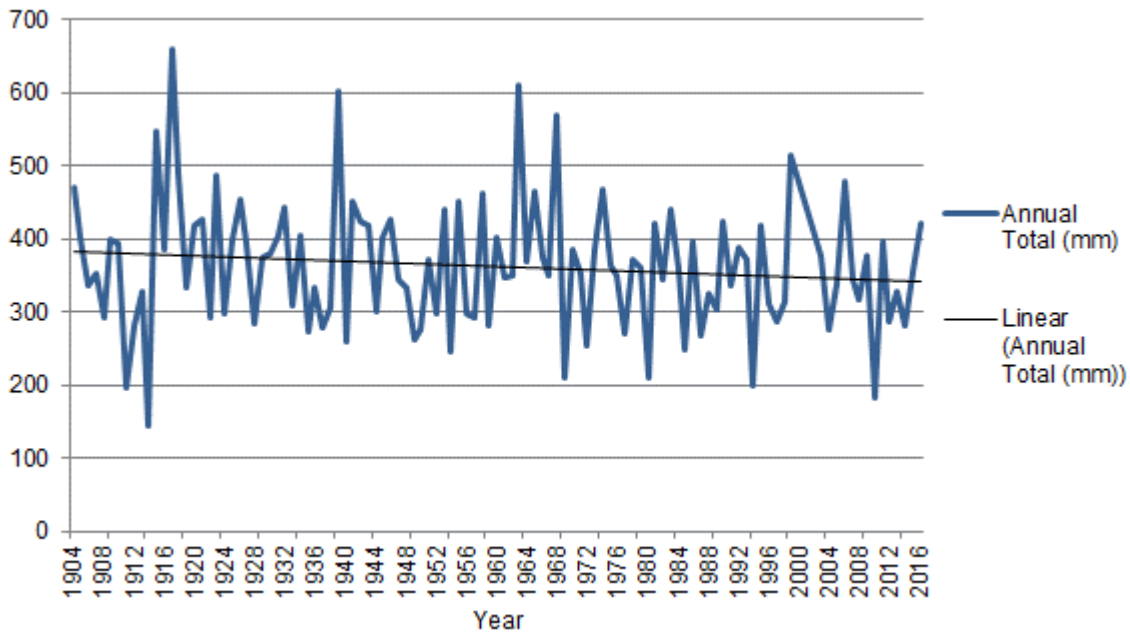


Figure 6: Dowerin Weather Station Historical Annual Rainfall

Temperature Change

A review of the annual mean maximum temperatures shows that between 1967 and 2016, there has been an increase from about 33.5 degrees to 36.8 degrees (Figure 7). This change demonstrates that the local environment is indeed experiencing hotter temperatures. Over time, this climatic temperature change is likely to affect a number of building assets, their component’s lives and even operational costs. If this occurs, then the whole of life costs will increase, resulting in additional budgetary demands.

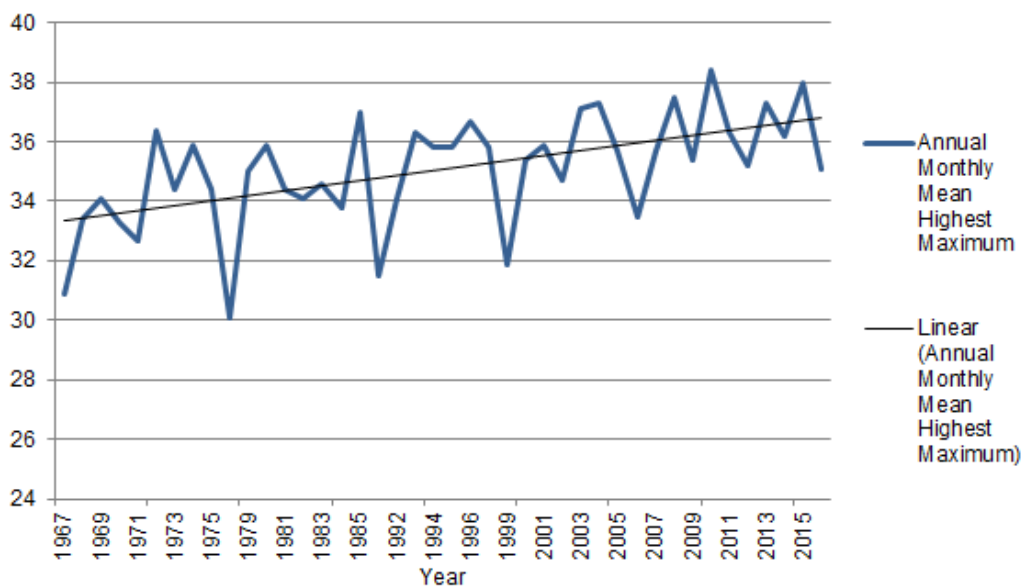


Figure 7: Goomalling Weather Station Historical Annual Monthly Mean Maximum Temperature

Future Demand Drivers

In order to identify future demand pressures on the Property Portfolio (both positive and negative), six driver categories have been considered. These drivers may influence actual usage levels, as well as possibly requiring future resources to meet specific service needs or goals. Each of these demand drivers are discussed below and their effect summarised. The exact effects of many of these drivers are difficult to quantify and may also require further study and research.

Political Demand

Council

The largest area of demand that the Shire's Council can influence is that around changes to service levels. For example, by enforcing changes to current maintenance practices (e.g. increasing cleaning frequency) or by providing enhanced services (e.g. building additional infrastructure), Council can then also increase or decrease the associated whole of life costs. To ensure that this demand is managed, Council need to be informed on both service demand from other areas, as well as the financial sustainability of the service levels that they may wish to provide. This AMP will help to ensure demand changes imposed by Council are manageable

Integrated Planning & Reporting and Fair Value

The introduction of the IPRF to WA local governments, as well as the requirement of fair value accounting standards, has meant that there is demand for stronger asset and financial management practices. These requirements are most likely to remain in place over the life of this AMP. As such, the Shire will need to continue to sufficiently resource associated activities, such as asset management planning.

Structural Reform

In recent years, the WA local government sector has been engaged in a number of state government driven reform initiatives. This included the now ceased amalgamation programme and the introduction of the IPRF. At present, the state government is continuing with this reform, with the next major initiatives scheduled being the Auditor General taking over responsibility for local government audits from 1 July 2018, as well as the review of the Local Government Act. At present, the exact effects of these changes upon the property service is unclear.

Change Effect: IPRF legislation and future structural reform may mean that the Shire needs to increase the resources it allocates to its corporate asset management activities. Specifically, greater internal ownership and practice improvements are required. Council will also require timely advice to ensure the sustainability of the property portfolio.

Economic Demand

Energy and Water Costs and Availability

The operation and maintenance of the Shire's property assets uses basic commodities such as energy (e.g. electricity & gas) and water. Some energy costs, typically in the form of electricity, have increased sharply over the last 15-20 years due to the higher costs of supply and transmission/transportation. Equally, with falling rainfalls across the state and higher median maximum temperatures, water security and cost have also become increasingly important.

It is possible that prices for basic commodities will continue to rise above normal inflation levels over the life of this AMP. To help protect itself against future price increases, there is value in the Shire investigating and implementing resource reduction tactics (e.g. water saving devices). Furthermore, the addition of energy generating and storage technologies may also help to assist with the reduction of energy costs.

Council Financial Sustainability

In recent years there has been a moderate level of publicity and investigation into the long term sustainability of WA local governments. A key introduced initiative has been the publication of a number of asset sustainability ratios. These are published in the Shire's Annual Report and also through the mycouncil.wa.gov.au website. A review of the MyCouncil ratios shows that two of the three asset focussed ones have consistently been at or above target bands. However recently one has not been calculated (asset renewal ratio), and one (asset consumption ratio) seems too high to be accurate. As such, it is not really clear as to whether the Shire's assets are or are not currently financially sustainable.

Change Effect: Demand pressure to reduce the use of non-renewable energy resources and to increasingly reuse water and/or reduce water usage. Further internal asset management practice improvements would increase financial efficiency and long term sustainability. Further work is required to refine the accuracy of asset ratios.

Social Demand

Population

Western Australia Tomorrow is a set of forecasts representing the best estimate of Western Australia's future population size based on current fertility, mortality and migration trends. These trend forecasts are used to identify potential preferred future scenarios that can be built upon; as well as less favourable possibilities for which mitigating action can be taken. The forecast contains a Shire population forecast spanning from 2011 until 2026. The forecast contains 5 bands of population, with A being the most pessimistic and E the most optimistic. The results are shown in Table 5.

Year	Band A	Band B	Band C	Band D	Band E
------	--------	--------	--------	--------	--------

2011	700	700	700	700	700
2016	620	670	710	740	800
2021	570	640	690	730	820
2026	530	610	680	740	830
Change	-170 (24%)	-90 (13%)	-20 (3%)	+40 (6%)	+130 (19%)

Table 5: Population Forecasts by Bands

When the census results are considered, it shows that the Shire's population is falling at approximately -0.7% per annum (15 year rolling average), being broadly in line with Band B. This suggests that by 2026, the Shire's population may have contracted to 610 people. While this suggests that demand for building based services is likely to fall, it should be noted that the population actually increased between 2011 and 2016. As such, the projections above may have a low confidence level.

Demographics

Historical census data showed that the Shire's median age rose from 35 in 2001 to 43 in 2016. With it likely that this trend will continue into the future, there will naturally be some change in service demand. For example, buildings that support services such as active recreation, day care and so on, may become less utilised. Conversely, buildings that support activities preferred by older generations may have increasing service demand. Looking forward, it will be important for the Shire to identify the correct services required by its community, so that buildings can be configured to meet service need. An improvement action to develop a community facilities services plan has been listed.

Social Disadvantage

A review of the ABS 2011 SEIFA index of advantage and disadvantage showed that the Shire has an index number of 976. This places the Shire at the 59 percentile within Australia and 46 percentile within WA. This means that the Shire's population are generally about average in the state index, suggesting that as a community, there are unlikely to be access barriers to property based services (e.g. cost).

Participation Rates

Figures from the ABS' Sport and Recreation Participation surveys show that since 2002, participation has fallen by around 11.9% by 2013. If this decline of around 1.08% per annum were to continue, then participation rates may fall to around 49% by 2036, as shown in Figure 8. The ABS figures also suggest that demand for different activities has changed. Therefore there is a need to regularly review the activities which are the most popular within the Shire and align services to demand.

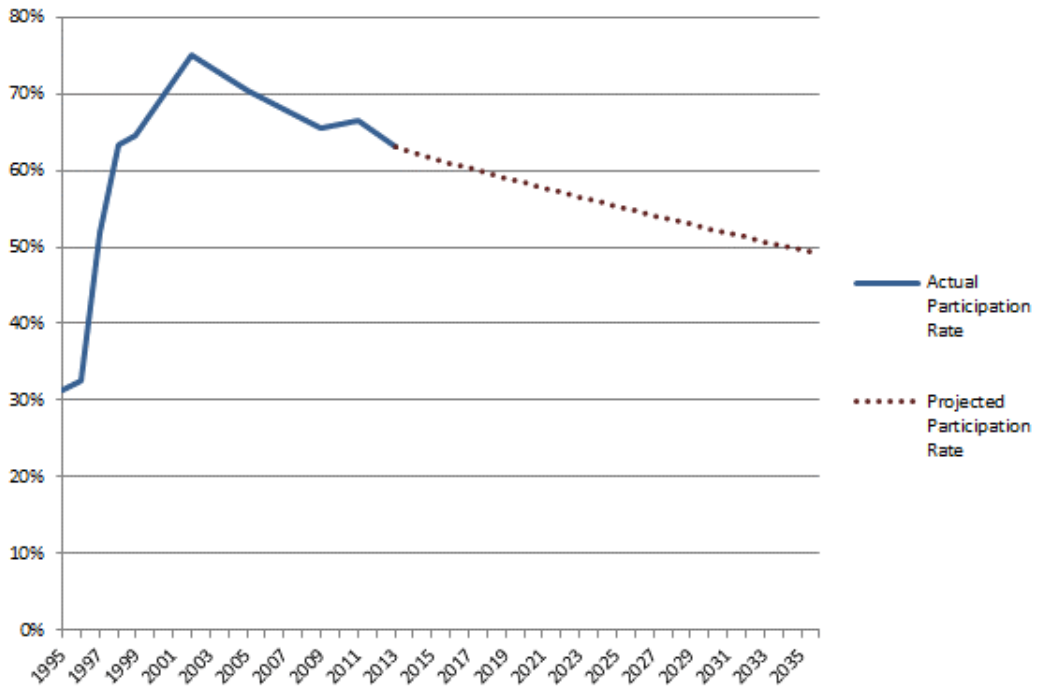


Figure 8: WA Actual (ABS) and Projected Recreation Participation Rates

When the potential rate of decline is considered against the Shire’s projected future population (Figure 9), it shows that the actual numbers of sport and recreation participants is actually likely to shrink. The figures predict that decline is likely to be around -1.7% per annum.

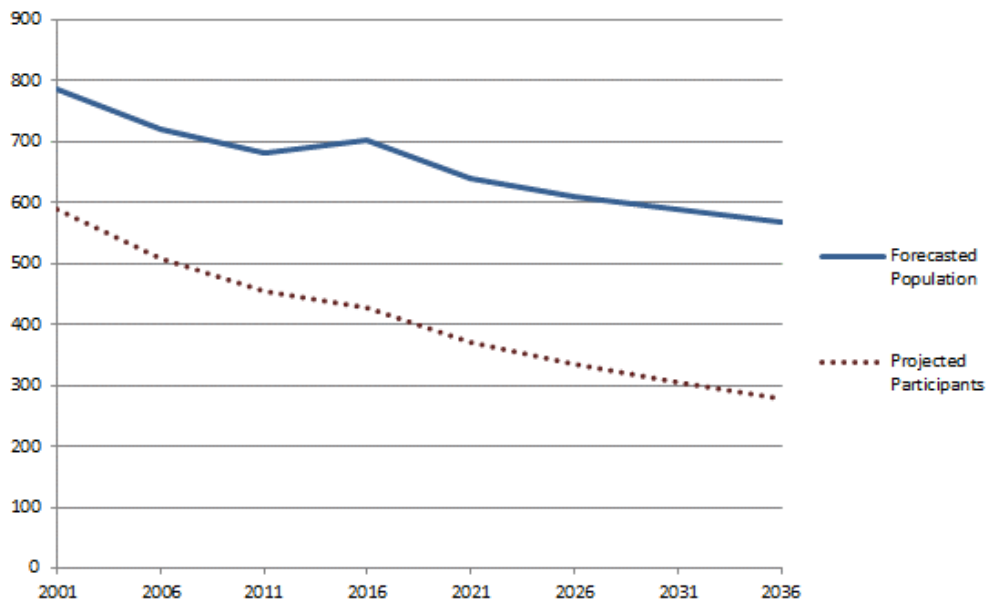


Figure 9: Projected Shire Population (Source: WA Tomorrow) and Actual Recreation Participation

Change Effect: Likely service demand decline due to a forecasted fall in population numbers, as well as falling participation rates. Demographic change is likely to result in ongoing changes for required services, as the population gets older. Social disadvantage drivers seem to not be a cause of demand change.

Technological Demand

Condition Monitoring and Asset Management Systems

Changes and improvements to the way WA local governments are managing their infrastructure means that there is a growing need to develop and manage data in the form of inventories, condition ratings, financial performance etc. To meet these needs many WA local governments operate management software for their building portfolios. For example, software systems are able to help manage cyclical maintenance activities. Aside from its financial software, the Shire does not operate any building management software. Looking forward, as software sophistication improves, there may be benefits that can be derived from such as system. An improvement action has been listed to consider the need for a system.

Remote Technologies

In recent years, there has been a steady growth in the availability of remote sensing and operations technologies. While its appropriateness to the Shire's property portfolio is not entirely clear, it is likely that over the life of this AMP, that there will be an increasing opportunity for its implementation. For example, technologies may be able to be introduced that will enhance and/or enable remote sensing and monitoring, energy generation and recovery, mechanical efficiencies and so on. A key aspect of this change is ensuring that the Shire identifies, evaluates, and where appropriate, applies these technologies

Change Effect: Opportunity exists to manage and maintain the property portfolio more efficiently and sustainably through specific software tools. Demand and cost for some consumables can be lowered with new technologies.

Legal Demand

Litigation

In providing and maintaining property assets that are fit for purpose and safe, the Shire undertakes a range of different maintenance activities. However, there is currently scope to improve a number of these activities, which may in turn not only improve the financial efficiency of individual properties, but also lower stakeholders' risk exposure. An improvement action to complete the establishment of broad maintenance service levels has been listed.

Change Effect: Increase demand for improved inspection and preventative maintenance practices.

Environmental Demand

Environmental Sustainability

In recent years, the community's awareness of environmental issues, including climate change, has resulted in some change to habits and broader government legislation. It is likely that over the term of this AMP that infrastructure managers will have to ensure that assets are maintained at increasingly environmentally sustainable levels. This will include:

- = Questioning whether assets are required
- = Ensuring that maximum life is obtained from assets
- = That construction and maintenance techniques reduce and avoid the use of virgin materials wherever possible

While opportunities to reduce the Shire's energy and material consumption have already been discussed, and remain valid, there is also a driver to identify and consider other activities that can increase properties' environmental sustainability. Establishing a process to identify and consider possible initiatives has been listed as an improvement action.

Climate Change

Historical data shows that regardless of cause, Dowerin is becoming increasingly hotter with higher mean maximum temperatures. Looking forward, properties are likely to increasingly meet the challenges such as:

- = maintaining climatically controlled environments, during hotter weather and with higher energy costs
- = reducing water consumption
- = resisting shorter asset lives due to climate change
- = handling storm type rainfall events

In order to deliver the required service levels into the future, specific strategies and technologies will have to be applied to buildings in order to meet climate change effects.

Change Effect: Increased demand for clearer decision making around asset need. Increased demand for more environmentally sustainable assets and maintenance techniques. Increased application of energy and water saving tactics. Strong planning is required to ensure that asset lives are not shortened by climate change.

Appendix D – Risk Management Analysis

This appendix details the desktop risk analysis undertaken on the management of the property portfolio. The risk analysis has considered ISO 31000 (Risk Management).

Risk Context

The risk analysis applies only to the management activities undertaken on the property portfolio. It does not seek to identify physical risks. The following statement defines what an ‘acceptable’ level of risk is with regards to property infrastructure.

Through risk management, the Shire of Dowerin aims to:

- = Protect the quality of the property portfolio
- = Protect users of property assets
- = Protect the Shire’s assets and public image
- = Reduce the Shire’s exposure to risk
- = Promote effective financial and asset management practices

This will be achieved through:

- = Identifying, decreasing the likelihood, and mitigating the consequences of, risk within the constraints of sensible commercial objectives and practices
- = Applying risk based practices to the management of property assets and associated decision making
- = Maintaining safe and reliable plant, equipment and infrastructure
- = Preparing appropriate contingencies
- = Reviewing the risk profile of the property portfolio at appropriate intervals and when circumstances dictate
- = Maintaining an up to date Property AMP

Risk Criteria

The following criteria have been applied as part of the risk analysis.

Risk Matrix

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Likelihood Scale

Level	Likelihood Scale		
	Descriptor	Indicative Frequency	Probability
5	The event is expected to occur in most circumstances	More than once per year	> 90% chance of occurring
4	The event will probably occur in most circumstances	At least once per year	60% - 90% chance of occurring
3	The event should occur at some time	At least once in 3 years	40% - 60% chance of occurring
2	The event could occur at some time	At least once in 10 years	10% - 40% chance of occurring
1	The event may only occur in exceptional circumstances	Less than once in 15 years	< 10% chance of occurring

Consequence Scale

Severity Level	Consequence Types						
	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
5	Fatality, permanent disability	More than \$500,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, widespread loss of community trust, high widespread multiple media profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact
4	Lost time injury (>5 days)	\$50,001 - \$500,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, widespread high impact on community trust, high media profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
3	Medical type injuries	\$10,001 - \$50,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact on community trust or moderate media profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
2	First aid injuries	\$1,001 - \$10,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non-compliances	Substantiated, localised impact on community trust or low media item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
1	Negligible injuries	Less than \$1,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, localised low impact on community trust, low profile or no media item	Inconsequential or no damage.	Contained, reversible impact managed by on site response

Risk Analysis

Asset: Property Portfolio			Compiled by: Ben Symmons (AIM)				Date: 28-Mar-18					
Date of risk review:			Reviewed by:				Date:					
Reference	The Risk	Event (what can happen)	Cause (how this can happen)	Consequence (What can happen)	Existing controls	Effectiveness of existing controls	Analysis (1 (Low) - 5 (High))			Risk priority	Treat Risk (Y/N)	Further Action
							Likelihood	Consequence	Level of risk			
1	AMP has incomplete monitored service	AMP outputs do not align to formal performance targets	Lack to leadership and/or resource(s)	Shire lacks control over the management of service outputs	None	Nil	4	4 (F)	High	= 1	Y	Begin to monitor service levels
2	Community satisfaction	Satisfaction levels with buildings falls	Poor asset management practices. Poor service planning.	Community satisfaction falls, usage falls, discord rises	AMP	Low	3	3 (R)	Moderate	= 8		
3	Service demand increases	Demand can not be serviced	Demand increases due to a range of drivers (see AMP)	Demand can not be serviced, user discord	AMP	Moderate	3	3 (R)	Moderate	= 8		
4	AM practices	AM practices are insufficient	Lack of high level management and internal resources.	Service delivery costly, potential legislation breaches	AMP, AM Policy	Low	2	3 (FI)	Moderate	= 12		
5	Resource consumption	Consumption of resources becoming increasingly expensive	Significant prices increases for electricity, water etc.	Service delivery costly	AMP	Moderate	2	4 (FI)	Moderate	= 10		
6	Usage	Usage and capacity levels of buildings is not clearly known	Lack of data collection process	Asset under or over utilised, service delivery disjointed	AMP	Low	3	2 (R)	Moderate	= 12		
7	Technology changes	Technology changes not identified and/or slowly integrated into buildings	Lack of internal expertise, lack of driver, narrow management focus.	Opportunities to improve building efficiencies slow to be realised and/or services improved.	AMP	Low	2	3 (FI)	Moderate	= 12		
8	Asset condition	Condition of all buildings not known	Lack of formal cyclical inspection program	Assets fail, increased safety risk, non-optimised management etc.	Adhoc inspection program	Low	3	4 (FI)	High	= 3	Y	Develop and implement a cyclical condition inspection programme
9	Asset inventory	All building attributes not known	Lack of formal cyclical inspection program	Assets fail, increased safety risk, non-optimised management etc.	Adhoc inspection program	Low	3	4 (FI)	High	= 3	Y	See risk 8
10	Lifecycle management strategies	Not implemented and/or adhered to	Lack of high level focus on asset management	Inefficient practices, potential legislation breaches	AMP	Moderate	4	2 (C)	Moderate	= 10		
11	Financial projections	Financial projections of low confidence	Lack of high level focus on asset management, poor practices, poor condition data etc.	Projections misaligned with actual requirements	AMP	Moderate	3	4 (FI)	High	= 3	Y	Develop a medium term capital works programme.
12	Project prioritisation	Capital projects not prioritised against strategic community plan objectives	Lack of a process	Projects do not effective move the Shire towards its strategic objectives in an efficient way	Works programme	Low	4	4 (FI)	High	= 1	Y	Develop a capital project evaluation procedure and test.
13	Planned maintenance	Planned maintenance programmes not formally implemented	Lack of software assistance and base programme	Maintenance more reactive focussed than planned, resulting higher costs	AMP	Low	3	4 (FI)	High	= 3	Y	Develop an operation and planned maintenance schedule with budgets.
14	Performance measures	Ratios outside of target bands	Low confidence input data, poor AM practices etc.	Poor service delivery for cost, possible bad publicity	AMP	Moderate	4	3 (R)	High	= 3	Y	Review ratios and identify causes of poor performance

Table 6: Asset Management Plan Risk Analysis

Appendix E – Portfolio Physical Parameters

Data Confidence

To be able to effectively manage its assets, the Shire collects and maintains a range of data on its property portfolio. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 8 details the reliability and confidence levels of the current asset data the Shire holds. In assessing the data, the Shire has applied the IIMM confidence framework as detailed in Table 7.

Confidence Grade	Description	Accuracy
1 - Excellent	Accurate	100%
2 - Good	Minor inaccuracies	± 5%
3 - Average	50% estimated	± 20%
4 - Poor	Significant data estimated	± 30%
5 – Very Poor	All data estimated	± 40%

Table 7: Data Confidence Measures

Asset Class	Inventory	Condition	Valuation
Buildings	2	3	2
Freehold Land Parcels	1	N/A	1

Table 8: Property Portfolio Data Confidence Levels

Inventory & Valuation

The following section outlines the Shire's property assets as of 30 June 2017. The depreciation expense has been calculated by the Shire post valuation.

Buildings

Asset No.	Name	Street Name	Current Replacement Cost	Fair Value	Depreciation Expense
031	Town Hall	15 Cottrell Street	\$4,410,000	\$1,320,000	\$90,279
036	Shire Offices	13 Cottrell Street	\$1,480,000	\$590,000	\$31,017
070	E Janding Hall	Ejanding Road East	\$565,000	\$62,000	\$11,566
99013	Multi-Purpose Centre	13 Stewart Street	\$850,000	\$595,000	\$16,879
99013	Storage Sheds	13 Stewart Street	\$44,000	\$7,000	\$792
1015	Minnivale Church	17 Dowall Street	\$435,000	\$170,000	\$4,153
	Home & Community Care Building	East Street	\$460,000		\$10,357
05015	Bookstore	28 Stewart Street	\$605,000	\$60,000	\$12,817
2012-007	Dowerin Community Club	Memorial Avenue	\$3,270,000	\$3,070,000	\$71,800
2012-007	Dowerin Community Club	Memorial Avenue	\$74,000	\$62,000	\$1,625
1007	Dowerin Bowling Club	Goldfields Road	\$1,790,000	\$535,000	\$37,104
08023	Dowerin Playgroup	10 Cottrell Street	\$290,000	\$87,000	\$6,368
017	Workshop & Store	24 Cottrell Street	\$440,000	\$48,000	\$8,014
98016	Office	24 Cottrell Street	\$20,000	\$4,000	\$422
017	Machinery Shed	24 Cottrell Street	\$115,000	\$25,000	\$2,095
017	Gardeners Shed	24 Cottrell Street	\$57,000	\$12,000	\$1,026

05007	Minnivale Fire Brigade Shed	Hewitt Street	\$32,000	\$14,000	\$583
048	Dowerin Bushfire Brigade Shed	East Street	\$68,000	\$22,000	\$1,239
1003	Shed	Wyalkatchem - Dowerin Road	\$51,000	\$17,000	\$918
1001	Transportable Residence	Wyalkatchem - Dowerin Road	\$200,000	\$66,000	\$3,600
002	Dwelling	12 Cottrell Street	\$400,000	\$140,000	\$7,617
011	Dwelling	36 Stacy Street	\$260,000	\$145,000	\$4,951
008	Dwelling	13 Maisey Street	\$300,000	\$135,000	\$5,713
064	Dwelling	16 Anderson Street	\$355,000	\$155,000	\$6,760
065	Dwelling	18 Anderson Street	\$370,000	\$145,000	\$7,046
022	Dwelling	1/18 Memorial Avenue	\$230,000	\$110,000	\$4,380
022	Dwelling	2/18 Memorial Avenue	\$230,000	\$110,000	\$4,380
022	Dwelling	3/18 Memorial Avenue	\$230,000	\$110,000	\$4,380
022	Dwelling	4/18 Memorial Avenue	\$230,000	\$110,000	\$4,380
21025	Dwelling	4 O'Loughlen Street	\$410,000	\$245,000	\$7,808
31003	Dwelling	19 Cottrell Street	\$555,000	\$315,000	\$10,569
32003	Dwelling	18 O'Loughlen Street	\$555,000	\$290,000	\$10,569
2010-08	Dwelling	26 O'Loughlen Street	\$530,000	\$325,000	\$10,093
08018	Dwelling	1/13 Stacy Street	\$250,000	\$137,000	\$4,761
08018	Dwelling	2/13 Stacy Street	\$345,000	\$180,000	\$6,570
08018	Dwelling	3/13 Stacy Street	\$250,000	\$145,000	\$4,761
24004	Dwelling	11B Hilda Street	\$205,000	\$135,000	\$3,904
24004	Dwelling	11C Hilda Street	\$255,000	\$150,000	\$4,856
24004	Dwelling	11D Hilda Street	\$255,000	\$150,000	\$4,856
24004	Dwelling	11A Hilda Street	\$255,000	\$150,000	\$4,856

2010-22	Dwelling	7 Meckering Road	\$265,000	\$60,000	\$5,046
1004	Dwelling	58 Stacy Street	\$280,000	\$130,000	\$5,332
98019	"Public		\$200,000	\$140,000	\$4,151
073	Toilets"	Stewart Street	\$345,000	\$69,000	\$7,309
073	Dowerin District Museum	16 Cottrell Street	\$62,000	\$34,000	\$1,361
1008	General Purpose Building	16 Cottrell Street	\$940,000	\$310,000	\$20,640
1009	Clubrooms	Off Jones Street	\$12,000	\$8,000	\$249
1010	Toilet Block	Goomalling Wyalkatchem Road	\$13,000	\$6,000	\$270
1011	Toilet Block	54 Gate West Road	\$26,000	\$9,000	\$549
-	Office & WC	Old Koorda Road	\$150,000		\$3,167
-	Train Station	Stewart Street	\$2,000,000		\$0
047	CBH Wheat Silo	Hewitt Street	\$2,600,000	\$880,000	\$53,894
077	Dowerin Sports Recreation Centre	Memorial Avenue	\$9,000	\$3,000	\$162
074	Store	Memorial Avenue	\$40,000	\$20,000	\$829
066	Hockey Pavilion	Memorial Avenue	\$1,780,000	\$710,000	\$0
019	Life Style Pavilion	Memorial Avenue	\$590,000	\$115,000	\$0
075	Old Exhibition Building	Memorial Avenue	\$44,000	\$38,000	\$913
038	Toilet Block	Memorial Avenue	\$405,000	\$120,000	\$8,395
038	Change Rooms & Kiosk	Memorial Avenue	\$33,000	\$3,000	\$594
2015	Plant Room	Memorial Avenue	\$29,000	\$6,000	\$601

Table 9: Building Inventory and Values

Land

Land ID	Address	Suburb	Land Area sq.m.	Fair Value
42 P129090	34 Stewart St	Dowerin	1,012	\$30,000
380 P3000902	28 Stewart St	Dowerin	503	\$22,000
381 P3000902	28 Stewart St	Dowerin	200	\$12,000
297 P129090	10 Cottrell St	Dowerin	1,012	\$25,000
102 P139015	24 Cottrell St	Dowerin	1,012	\$30,000
101 P139015	24 Cottrell St	Dowerin	1,012	\$30,000
46 P12090	12 Cottrell St	Dowerin	1,012	\$25,000
294 P161284	36 Stacy St	Dowerin	1,042	\$25,000
190 P0 61670	18-18 Memorial Ave	Dowerin	3,050	\$70,000
15 D46528	13 Maisey St	Dowerin	1,385	\$34,000
32 D93105	4 O'Loghlien St	Dowerin	875	\$21,000
53 P29090	19 Cottrell St	Dowerin	1,411	\$35,000
59 D93105	18 O'Loghlien St	Dowerin	1,149	\$28,000
63 D93106	26 O'Loghlien St	Dowerin	862	\$21,000
26 P222396	1-3 13 Stacy St	Dowerin	1,012	\$25,000
27 P46654	1-4 / 11 Hilda St	Dowerin	1,498	\$37,000
187 P48933	7 Meckering Rd	Dowerin	12,193	\$60,000
7 D37321	58 Stacy St	Dowerin	1,269	\$31,000
48 P129090	16 Cottrell St	Dowerin	1,012	\$25,000
233 P168622	East St	Dowerin	1,192	\$29,000
184 P142455	Goldfields Rd	Dowerin	20,240	\$80,000

1 D87136	16 Anderson St	Dowerin	2,001	\$50,000
9000 P39790	Goldfields Rd	Dowerin	13,140	\$52,000
9100 P70322	Goldfields Rd	Dowerin	5,075	\$30,000
154 P142354	22 Goldfields Rd	Dowerin	1,012	\$25,000
135 P142354	24 Goldfields Rd	Dowerin	1,012	\$25,000
11 P154241	Manmaning Town Rd	Manmaning	1,012	\$5,000
17 P134241	Manmaning St	Manmaning	989	\$5,000
258 P173009	Cottrell St	Dowerin	7,644	\$76,000

Table 10: Land Inventory and Values

Condition

As at 30 June 2017, the Shire only holds a small amount of condition data, provided as part of a building valuation project. However, the confidence level of this data is also low. An improvement action to implement a programme of inspections across the portfolio has been listed. Knowing land parcels' condition is not required.

Building	Components									
	Structure	Roof	Elevations	Internal Areas	External Areas	Mechanical Services	Electrical Services	Fire Services	Hydraulic Services	Vertical Transportation
Town Hall - 15 Cottrell Street	3	3	-	3	-	3	-	-	-	-
Shire Offices - 13 Cottrell Street	3	0	-	3	-	2	-	-	-	-
E Janding Hall - Ejanding Road East	4	0	-	3	-	4	-	-	-	-
Multi-Purpose Centre - 13 Stewart Street	3	3	-	2	-	2	-	-	-	-
Storage Sheds - 13 Stewart Street	3	4	-	0	-	0	-	-	-	-
Minnivale Church - 17 Dowall Street	3	3	-	3	-	0	-	-	-	-
Home & Community Care Building - East Street	0	0	-	0	-	0	-	-	-	-
Bookstore - 28 Stewart Street	4	4	-	4	-	3	-	-	-	-
Dowerin Community Club - Memorial Avenue	1	1	-	2	-	2	-	-	-	-
Dowerin Community Club - Memorial Avenue	2	0	-	0	-	0	-	-	-	-
Dowerin Bowling Club - Goldfields Road	3	3	-	3	-	3	-	-	-	-
Dowerin Playgroup - 10 Cottrell Street	3	3	-	3	-	3	-	-	-	-
Workshop & Store - 24 Cottrell Street	4	4	-	0	-	0	-	-	-	-
Office - 24 Cottrell Street	3	0	-	0	-	0	-	-	-	-
Machinery Shed - 24 Cottrell Street	3	3	-	0	-	0	-	-	-	-

Gardeners Shed - 24 Cottrell Street	3	3	-	0	-	0	-	-	-	-
Minnivale Fire Brigade Shed - Hewitt Street	3	3	-	0	-	0	-	-	-	-
Dowerin Bushfire Brigade Shed - East Street	3	3	-	0	-	0	-	-	-	-
Shed - Wyalkatchem - Dowerin Road	3	3	-	0	-	0	-	-	-	-
Transportable Residence - Wyalkatchem - Dowerin Road	3	3	-	3	-	3	-	-	-	-
Dwelling - 12 Cottrell Street	3	3	-	0	-	0	-	-	-	-
Dwelling - 36 Stacy Street	3	3	-	3	-	3	-	-	-	-
Dwelling - 13 Maisey Street	3	3	-	3	-	3	-	-	-	-
Dwelling - 16 Anderson Street	3	3	-	3	-	3	-	-	-	-
Dwelling - 18 Anderson Street	3	3	-	3	-	3	-	-	-	-
Dwelling - 1/18 Memorial Avenue	3	3	-	3	-	3	-	-	-	-
Dwelling - 2/18 Memorial Avenue	3	3	-	3	-	3	-	-	-	-
Dwelling - 3/18 Memorial Avenue	3	3	-	3	-	3	-	-	-	-
Dwelling - 4/18 Memorial Avenue	3	3	-	3	-	3	-	-	-	-
Dwelling - 4 O'Loghlen Street	3	3	-	3	-	3	-	-	-	-
Dwelling - 19 Cottrell Street	2	2	-	2	-	2	-	-	-	-
Dwelling - 18 O'Loghlen Street	3	3	-	3	-	3	-	-	-	-
Dwelling - 26 O'Loghlen Street	3	3	-	3	-	3	-	-	-	-
Dwelling - 1/13 Stacy Street	2	2	-	2	-	2	-	-	-	-
Dwelling - 2/13 Stacy Street	3	0	-	3	-	3	-	-	-	-
Dwelling - 3/13 Stacy Street	3	0	-	3	-	3	-	-	-	-
Dwelling - 11B Hilda Street	3	0	-	3	-	3	-	-	-	-
Dwelling - 11C Hilda Street	3	0	-	3	-	3	-	-	-	-
Dwelling - 11D Hilda Street	3	0	-	3	-	3	-	-	-	-
Dwelling - 11A Hilda Street	3	0	-	3	-	3	-	-	-	-
Dwelling - 7 Meckering Road	3	0	-	3	-	3	-	-	-	-
Dwelling - 58 Stacy Street	3	0	-	3	-	3	-	-	-	-
Public Toilets - Stewart Street	3	0	-	3	-	3	-	-	-	-
Dowerin District Museum - 16 Cottrell Street	3	0	-	3	-	3	-	-	-	-

General Purpose Building - 16 Cottrell Street	3	4	-	3	-	0	-	-	-	-
Clubrooms - Off Jones Street	3	3	-	0	-	3	-	-	-	-
Toilet Block - Goomalling Wyalkatchem Road	3	0	-	3	-	3	-	-	-	-
Toilet Block - 54 Gate West Road	0	0	-	0	-	0	-	-	-	-
Office & WC - Old Koorda Road	3	3	-	0	-	0	-	-	-	-
Train Station - Stewart Street	0	0	-	0	-	0	-	-	-	-
CBH Wheat Silo - Hewitt Street	0	0	-	0	-	0	-	-	-	-
Dowerin Sports Recreation Centre - Memorial Avenue	3	0	-	3	-	3	-	-	-	-
Store - Memorial Avenue	3	0	-	0	-	0	-	-	-	-
Hockey Pavilion - Memorial Avenue	3	3	-	0	-	0	-	-	-	-
Life Style Pavilion - Memorial Avenue	3	3	-	3	-	0	-	-	-	-
Old Exhibition Building - Memorial Avenue	3	4	-	4	-	0	-	-	-	-
Toilet Block - Memorial Avenue	2	2	-	3	-	0	-	-	-	-
Change Rooms & Kiosk - Memorial Avenue	3	0	-	3	-	0	-	-	-	-
Plant Room - Memorial Avenue	3	0	-	0	-	0	-	-	-	-
Tennis Pavilion & Toilets - Hewitt Street	3	0	-	3	-	0	-	-	-	-
Average	2.8	1.8	-	2.0	-	1.7	-	-	-	-

Table 11: Building Components' Condition

Appendix F – Lifecycle Management Strategies

Background

Lifecycle management encompasses all strategies and practices that the Shire employs to manage property assets at the lowest lifecycle cost. This section details all the strategies and practices that are currently employed.

Principles & Definitions

In considering the Shire's asset lifecycle management, the following key principles and definitions must be considered.

Work Category Definitions

The Shire considers the activities it undertakes across six categories as follows.

Activity	Definition
Operation	Continuously required expenditure which enables assets to provide benefits to the community such as utility charges, inspections, cleaning etc.
Maintenance	Regular works to maintain the assets' capability, such as minor repairs, servicing, mowing, painting, crack sealing etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the renewal of an internal wall in a building, renewal of an engine in a grader, resurfacing a road (re-sheeting or resealing) or replacing girders on a bridge.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as the widening of a road, extension of a building, installation of reticulation to a dry park etc.
New Work	The creation of a new asset, in a location where that asset type has not existed before.
Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 12: Activity Categories

Lifecycle Cost Basis

All assets have a lifecycle. This is defined as the time interval that commences with the identification of the need for an asset and ends with the decommissioning of the asset (i.e. disposal but with no replacement). It covers five stages, being conception & design, acquisition/construction, operation & maintenance, renewal and disposal.

Operation & Maintenance Strategy

Background

Often referred to as ‘OPEX’, operational and maintenance expenditure and works is required to ensure the longevity of assets’ lives and the reliability of their services. The Shire’s approach to meeting OPEX needs is a combination of reactive and short term planned strategies. As described in the figure below, the Shire’s strategy to OPEX is:

- = Operational costs typically vary with usage. The Shire broadly works on an annual budget planning cycle (12 months), and seeks funding in-line with previous years’ budgets, with an allowance for at least CPI.
- = Reactive maintenance typically arises from either community requests and/or internal works orders. Works are then scheduled, actioned and completed. Budgeting is based on previous years’ allocations, with an increase of at least CPI.
- = Planned maintenance programmes exist, on an annual budget planning cycle (for the future twelve-month period). Maintenance works are typically identified from either internal staff inspection or by legislative requirements. Budgets are developed based on the programmes and previous years’ expenditure, with an increase of at least CPI. However, the planned maintenance programmes are generally not documented. An improvement action has been listed, to document planned maintenance schedules, with associated budgets, for property assets.

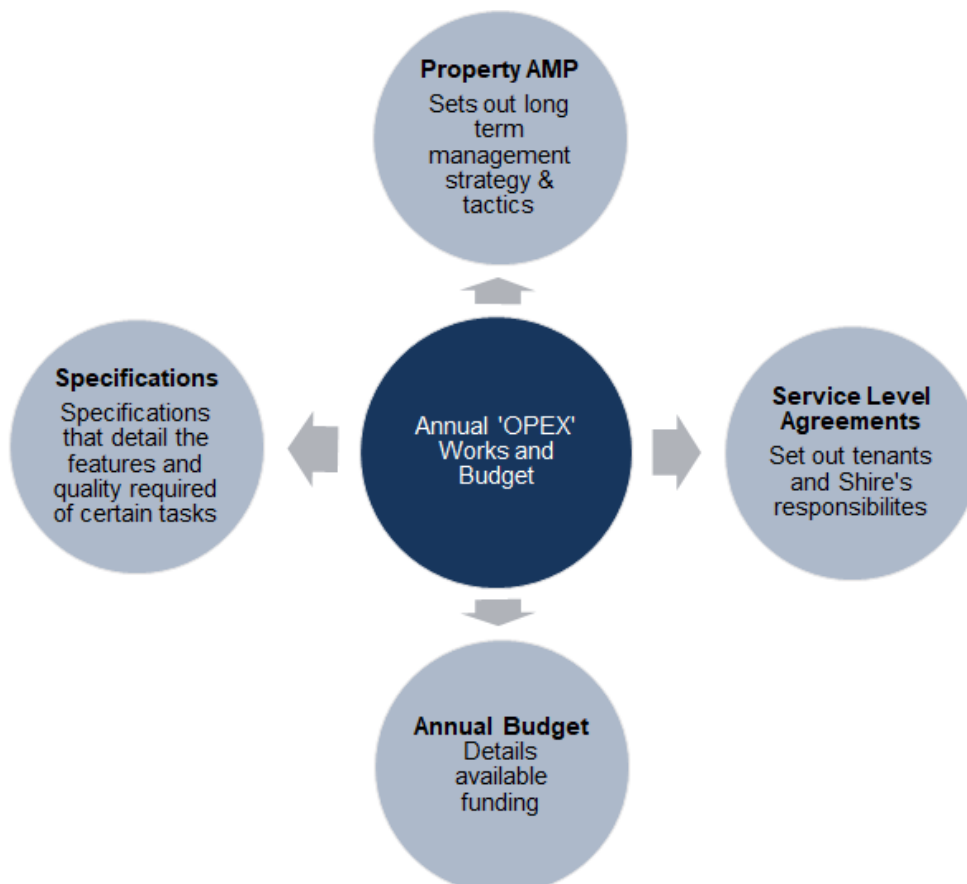


Figure 10: Property Asset Maintenance Framework

Inspection Manuals

A key aspect of the Shire's asset operation and maintenance strategy is the proactive identification of asset defects and recording of physical condition, through periodic inspections. These inspections are seen as crucial to help reduce the levels of reactive maintenance and stakeholders' exposure to risk. At present, the following manuals are employed by the Shire.

Asset	Manual
Buildings	No manual is currently used by the Shire.

Table 13: Asset Inspection Manuals

Staff Resources

The overall management of the Shire's property portfolio falls within the responsibility of the Chief Executive Officer. The Finance Manager is responsible for overall accounting control of property assets, and the Assets & Works Manager for engineering based works. The Shire is also assisted from time to time by external contractors.

Software Systems

The Shire currently employs the use of the following software system(s) to manage property asset data.

Software	Uses
SynergySoft	SynergySoft is used to record all property asset revenue and expenditure, as well as relevant records.

Table 14: Asset Management Software Systems

Renewal Strategy

Background

The Shire periodically inspects buildings on an ad-hoc basis to collect inventory and condition information. This information can then inform several key outputs (e.g. long-term renewal works programmes). There would be benefit in improving and formalising the Shire’s renewal strategy to the following example model. This has been listed as an improvement action.

Example Future Renewal Management Model

Condition information can be used to develop models that predict assets’ approximate year of renewal. The Shire can then scope and prioritise these renewal projects over the forthcoming period (e.g. 5 years). Further out (e.g. from years 6 onwards), results can help staff to understand the likely amount of renewal expenditure that will be required, even if the exact project details are not yet known. Ultimately, a robust long term (e.g. 15 years) renewal works programme can then be developed, that informs this AMP, and other documents such as the Long Term Financial Plan and Corporate Business Plan.

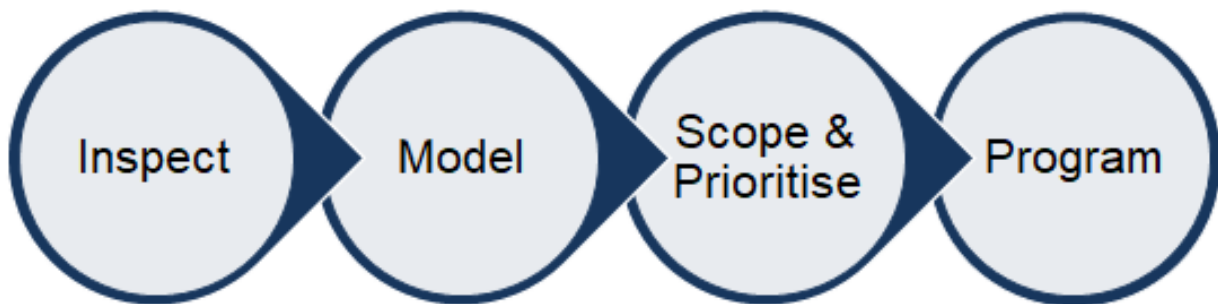


Figure 11: Example Building Asset Renewal Planning Process

Inspections

Asset Condition Rating Scale

The Shire condition rates its infrastructure assets to determine their remaining useful life and to prioritise future capital works. By undertaking regular inspections, the Shire can understand at what rate assets are deteriorating and then monitor the effectiveness of maintenance and renewal activities in extending the life of assets. In assessing assets’ condition, the Shire applies a 1 to 5 scale, as shown in Table 15.

Grade	Condition	Description
1	Excellent	A new or near new asset, or an asset recently rehabilitated back to new condition, with no visible signs of deterioration. The asset or component will have no drop in level of service.
2	Good	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.

3	Average	An asset in fair overall condition deterioration in condition would be obvious and there would be some serviceability loss.
4	Poor	An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising.
5	Very Poor	An asset in poor to unserviceable overall condition deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance cost would be high.

Table 15: Condition Rating Measures

Condition Inspection Frequencies

Properties assets are inspected to the following frequencies.

Asset	Inspection Frequency
Buildings	No formal program – currently ad hoc.
Land	Not required

Table 16: Condition Inspection Frequencies

Modelling

By understanding assets' physical condition (or any other performance feature), the Shire can then predict when assets, or their components, may require renewal. Typically, this is achieved by applying total useful lives to different assets or components, and then calculating how long it will take for them to reach a specific trigger. The currently applied renewal triggers are detailed below.

Asset	Action	Triggers
-	-	-

Table 17: Asset Renewal Condition Triggers

Renewal Works Programme

The Shire generally only maintains a renewal programme of works for the current annual budget period. An improvement action to develop a broader five year works programme for buildings has been listed.

Upgrade/New Strategy

Background

The Shire occasionally constructs or acquires upgraded and/or new assets. Expenditure on these assets is often considered as discretionary, and ultimately results in either a new or improved service (e.g. a building extension). The following section outlines the Shire's general approach to upgrade and new projects.

Project Prioritisation/Selection Criteria

The need for either upgraded or new assets is typically identified by staff from many potential sources including customer and Council request, strategic plans, poor asset performance and so on. Assets' needs are then investigated by staff to determine their potential scope, benefit and costs. Where determined as being required, a formal report may be given to Council for their consideration and approval.

Approved projects are considered for future funding, however at present are not prioritised collectively, to assess features such as their alignment to the Strategic Community Plan. An improvement task to consider a single common prioritisation framework has been listed.

Upgrade/New Works Programme

The Shire generally does not maintain a long term upgrade/new works programme. Some major projects are recorded within the Long Term Financial Plan.

Disposal Strategy

Background

At the present time the Shire generally does not frequently dispose of property assets. Where such a project is identified, then the need and scope is considered by staff and (in some instances) Council.

Disposal Programme

The Shire generally does not maintain a long term disposal works programme.

Key Assumptions

A number of key assumptions are made in preparing forecasts of required portfolio expenditure. They are that:

- = Property assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- = Standards, Acts and Regulations associated with property assets will remain essentially the same over the AMP life.
- = Expenditure projections do not allow for inflation.
- = Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- = Renewal programmes have been based primarily on defined works programmes where available. Where not available, programmes are based on either modelling projections, historical cost and/or annual depreciation rates.
- = Upgrade, acquisition/construction and disposal programmes are based on defined works programmes. Where not available, programmes are based on either modelling projections and/or historical cost.
- = Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- = Unit costs and assumed asset lives are the Shire's but do not necessarily represent actual asset performance.
- = Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

Accuracy of future financial forecasts may be improved in future revisions of this AMP by the following actions.

- = Developing Property Operation and Maintenance Service Levels.
- = Developing and implementing an ongoing building inspection programme.
- = Developing a long term capital works programme.

Appendix H – Asset Ratios

Background

On an annual basis each WA local government reports seven key performance indicators (KPIs) (available within the Annual Report). Of these, three KPIs reflect the performance of the Shire's assets. These KPIs are useful in determining:

- = the current physical state of the asset portfolio
- = how sufficient past renewal expenditure was
- = whether sufficient future renewal expenditure is being allowed for

Asset Consumption Ratio

The ratio is a measure of the condition of the Shire's physical assets, by comparing their condition based fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-75%. Non-depreciating assets (e.g. land etc.) should be excluded from the calculation.

Depreciated Replacement Cost (Fair Value) of Depreciable Property Assets
Current Replacement Cost of Depreciable Property Assets

Asset	DRC (FV)	CRC	ACR
Amenities	\$192,000	\$269,000	71%
Community	\$6,088,000	\$14,938,000	41%
Emergency Service	\$36,000	\$100,000	36%
Heritage/Tourism	\$273,000	\$992,000	28%
Operations	\$688,000	\$2,138,000	32%
Recreation	\$1,877,000	\$5,846,000	32%
Residence	\$3,655,000	\$7,266,000	50%
Total	\$12,809,000	\$31,549,000	41%

Table 18: Property Assets Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the property asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 3). The ratio has a target band of between 90%-110%.

Property Asset Renewal Expenditure

Property Asset Depreciation

Asset	2014/15-2016/17 Average	ADE	ASR
All building assets	Unknown	\$549,324	-
Total	Unknown	\$549,324	-

Table 19: Property Assets Sustainability Ratios

Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 10 year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 10 years in the LTFP, by the net present value of planned renewal expenditure over the next 10 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

NPV of LTFP Planned Renewal Expenditure over the next 10 years

NPV of AMP Required Renewal Expenditure over the next 10 years

Asset	LTFP	AMP	ARFR
All building assets	-	-	-
Total	-	-	-

Shire of Dowerin

Recreation Asset
Management Plan

Part 1 - Summary

Contents

Executive Summary	3
Background and Objectives	4
Purpose of this Asset Management Plan	4
Focus of this Asset Management Plan	4
Corporate Document Relationships.....	4
Time Period of the AMP	4
Service Levels	5
Introduction	5
Service Level Performance	5
Demand	6
Historic Demand.....	6
Future Demand	7
Demand Management.....	8
Risk Management.....	8
Lifecycle Management Plan	9
Recreation Portfolio Physical Parameters	9
Recreation Portfolio Condition.....	9
Recreation Portfolio Data Confidence and Reliability	10
Lifecycle Management Strategies	10
Financial	11
Projected Expenditure Requirements.....	11
Plan Improvement and Monitoring	12
Performance Measures	12
Improvement Plan	12
Monitoring and Review Procedures.....	13

Executive Summary

The Shire of Dowerin owns and maintains a range of assets that help to support the delivery of a recreation (parks) service. This includes softscape, hardscape, sports equipment, irrigation and so on.

This document is the Shire's Asset Management Plan (AMP) for the recreation portfolio (parks, gardens, ovals etc.). It outlines the activities and programmes that will be carried out over the next 15 years. It also details the service levels (standard) the Shire will provide and the resources required to deliver them.

While the document is comprehensive, it is also evolving with the Shire's practice maturity. As such there are a number of actions that have been identified that will improve the AMP's accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it. All information within this AMP is fully detailed within a separate Part 2 document.

Overall, the Shire's recreation portfolio is worth approximately \$4.6m and generally appears to be in a very good condition, with the exception of the swimming pool. The portfolio's asset consumption ratio currently sits at 42%, which although below the target band, is being skewed by the swimming pool. Aside from this asset, there are no concerns regard the condition of the other recreation assets. The Shire also has an accurate data inventory, with the only area of weakness being across underground irrigation assets.

While the asset portfolio seems to be generally financially sustainable, the Shire does not currently monitor any formal service levels. A key action will be to improve on performance monitoring and then aligning both the quality and cost of the recreation service.

Looking forward, the Shire's recreation service may experience some service demand changes, with influences such as population, demographics and climate change being likely factors. In order to improve the Shire's management practices, a number of key tasks have been identified, these are to:

- = Review the Shire's current safety and maintenance inspection procedures and develop associated procedures for the assessment of inventory and condition data.
- = Develop a long term capital works programme.
- = Monitor the performance of current service level delivery.

Background and Objectives

Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Shire's recreation assets. These are typically defined as infrastructure located within parks, gardens, ovals etc., but excluding buildings and paths. The AMP documents how the Shire plans to manage these assets, to deliver services of a specified quality (service levels) and what the associated long term costs are.

Focus of this Asset Management Plan

The AMP focuses on recreation assets. The number of recreation 'places' that make up the portfolio, and their values, are detailed in Table 1.

Park Type	Number of Places	Number of Assets	Replacement Cost
Active Places	3	241	\$4,349,027
Passive Places	5	81	\$274,135
Total	8	322	\$4,623,162

Table 1: Assets covered by the Recreation AMP

Corporate Document Relationships

This AMP integrates with the other following Shire documents:

- = Strategic Community Plan
- = Corporate Business Plan
- = Long Term Financial Plan
- = Annual Budget

Time Period of the AMP

The Asset Management Plan covers a 15 year period.

Service Levels

Introduction

Service Levels describe the standard (e.g. quality) that the Shire provides from its recreation assets. These have been developed through the consideration of strategic inputs, policy inputs (Appendix A) and perceived customer requirements. The process through which the Shire's Service Levels were developed is found in Appendix B.

Service Level Performance

Table 2 details the service level performance that the Shire is currently achieving. At present, no KPIs have yet been ascertained.

KPI	Performance	Tactic
Accessibility	Unknown	Monitoring
Environmental Sustainability	Unknown	Monitoring
Quality	High	Setting target
Safety	Unknown	Monitoring

Table 2: Service Level Performance

Demand

This section summarises likely factors that may affect the demand for recreation services over the life of the AMP. Full details of past and future demand factors are recorded in Appendix C.

Historic Demand

The following table outlines the key factors that have affected historical service demand change.

Driver Type	Effect	Demand Change
Population	Shire population down from 786 (2001) to 702 (2016).	Decrease
Demographic	From 2001-2016, population down in all age bands between 10-59 years. Population up in 0-9 years and 60+years. Median age has increased from 35 to 43 years (2001 – 2016).	Neutral (changing service need)
Recreation Participation	Participation rates continue to fall slightly year on year across the general population. Walking remains the most popular activity for recreation.	Decrease
Tourism	Tourist numbers in the 'golden outback' region grew from 1.5m (2012/13) to 2.1m (2016/17). This growth may have increased demand on tourism recreation places, although overall, thought to be minor.	Increase
Climate	Annual rainfall has fallen from 390mm to 340mm per annum (1904 to 2016). Annual monthly mean maximum temperatures up from 33.5°C to 36.8°C (1967 to 2017). Changes could have decreased assets' lives, while increasing maintenance frequencies and costs.	Increase

Table 3: Historic Demand Drivers

Future Demand

Consideration was given to six possible future demand drivers (political, economic, social, technological, legal and environmental) that may influence demand on the provision of recreation based services.

Driver Type	Effect	Demand Change
Political	Land use planning changes are unlikely to change demand for recreation services. IPR legislation will likely continue to demand improvements to the Shire's asset management practices. However, better practices will provide Council with greater ability to better manage the recreation service and assets. If potential rate capping legislation were to occur, this may cause long term challenges.	Increase
Economic	Demand pressure to reduce the use of non-renewable energy resources and to increasingly reuse water and/or reduce water usage is likely to occur. Further asset management practices are required in order to understand whether the recreation service is financially sustainable.	Increase
Social	A forecasted decline in the Shire's future population will in theory reduce demand for recreation services. However, if the trend in declining recreation participation also continues, this will exasperate the decline to -1.7% per annum. The change in demographics and median age is likely to result in a fall in active recreation participation, while passive recreation demand may be sustained. Social disadvantage drivers seem not to be a barrier to participation.	Decrease , but changing needs
Technological	Opportunity exists to manage and maintain the recreation portfolio more efficiently and sustainably and thus reduce demand, through the application of emerging technologies. Slight changes to participation rates, caused by technology influences, are possible.	Increase
Legal	Slight increase in demand for formalised safety and maintenance inspection regimes.	Increase
Environmental	Increased demand for clearer decision making around asset need. Increased demand for more environmentally sustainable recreation assets and maintenance techniques. Increased demand to use	Increase

	drought tolerant vegetation and non-rain sourced water.	
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Table 4: Future Demand Drivers

Demand Management

A review of past and future demand factors shows that recreation service demand change has occurred, and will also likely occur into the future. Looking forward, the following initiatives/improvements are proposed to meet demand changes.

- = Review the Shire's asset management staff structure to ensure that it can continue to deliver currently required tasks, as well as to develop and implement future practice improvements.
- = Consider developing a climate change response plan for the recreation service.
- = Undertake a review of actual recreation participation rates within the Shire.

Risk Management

A risk analysis of the current recreation asset management deficiencies identified by the AMP has been undertaken. The results are detailed in Appendix D. Table 5 outlines the top identified risks.

Ref.	Risk	Level of Risk	Further Action
1	AMP has incomplete service levels meaning that outputs do not align to formal performance targets.	Moderate	Monitor the AMP service levels.
4	Lack of a formal cyclical inspection procedure.	Moderate	Develop an inspection procedure.
7	Financial projections are of a low confidence level.	Moderate	Develop detailed OPEX and CAPEX works programmes.
8	Ratios are outside of the target bands.	Moderate	Investigate reasons and improve informing data accuracy.
13	The IT strategy for managing recreation assets is disjointed.	Moderate	Consider the implementation of alternative manage software.

Table 5: Major Recreation Asset Management Risks

Lifecycle Management Plan

The lifecycle management plan details how the Shire intends to manage and operate its recreation portfolio at the agreed service levels. Full details of the portfolio can be found in Appendix E.

Recreation Portfolio Physical Parameters

Table 6 details the number of parks places within the Shire and their combined values.

Place Name	Number of Assets	Current Replacement Cost	Fair Value	Annual Depreciation
Dowerin Memorial Swimming Pool	7	\$2,916,000	\$597,000	\$59,929
Hayter Street POS	1	\$2,300	\$1,725	\$153
Information Bay	52	\$207,389	\$120,353	\$10,789
Minnevale Camp Ground	16	\$26,333	\$22,886	\$1,526
Nanning Well	9	\$35,661	\$26,289	\$2,115
Recreation Oval	172	\$1,021,490	\$927,916	\$48,694
Skate Park	62	\$411,537	\$250,057	\$15,219
Tin Dog Area	3	\$2,452	\$2,417	\$84
Total	322	\$4,623,162	\$1,948,642	\$138,509

Table 6: Recreation Portfolio Physical Parameters

Recreation Portfolio Condition

Figure 1 details the condition of recreation assets by their total replacement cost.

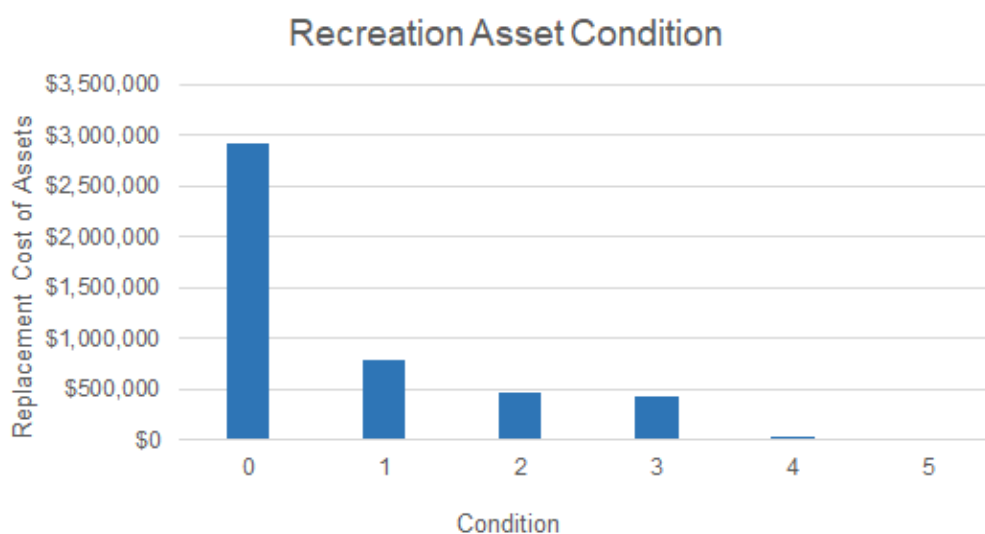


Figure 1: Recreation Portfolio Condition

Recreation Portfolio Data Confidence and Reliability

Table 7 details the reliability and confidence levels of the current asset data the Shire holds. It is the Shire's intention to progress towards a position whereby data confidence levels for all areas are classified as either a 1 or 2.

Park Type	Inventory	Condition	Valuation
Active	2	2	2
Passive	2	2	2

Table 7: Recreation Portfolio Data Confidence Levels

Lifecycle Management Strategies

Operation & Maintenance Strategy

The Shire seeks to progress to a point whereby it employs preventative maintenance strategies wherever possible, in order to maximise asset performance and minimise long terms costs. Each park's strategy will be specifically designed for its own requirements. Technical maintenance service levels will be listed in a standalone manual and the asset inspection frequencies in Appendix F. All planned maintenance activities will also be individually costed, and these then used to inform the long term budget requirements.

Renewal Strategy

Recreation assets are periodically inspected to determine their condition, on a 1 (new/excellent) to 5 (very poor/failed) scale. The condition results are then used to predict assets' potential year of renewal. Staff then reinspect these assets to determine the timing, scope and budget of any future renewal project. Projects are then listed on a long term works programme and reported within this AMP.

Upgrade/New Strategy

The need for new and/or upgraded assets (e.g. to meet a service deficiency) are identified from several potential sources. Each potential asset is investigated by staff and where valid, often prioritised against similar projects. Approved projects are then listed onto the works programme. At present, the Shire does not have a formal prioritisation framework for upgrade/new assets, where their 'strategic fit' against the Strategic Community Plan can be determined.

Disposal Strategy

The Shire does not frequently dispose of recreation assets (this is where the asset is not replaced/renewed). Where a potential need is identified, then this is considered by staff, and in some cases, Council.

Financial

This section contains the financial requirements resulting from all the information presented in this AMP. A detailed financial model is recorded in Appendix G.

Projected Expenditure Requirements

Expense Type	Year 1	Year 2	Year 3	Year 4	Year 5
	2018/19	2019/20	2020/21	2021/22	2022/23
Operations	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Maintenance	\$252,100	\$252,100	\$252,100	\$252,100	\$252,100
Renewal	\$188,500	\$188,500	\$188,500	\$188,500	\$188,500
Upgrade	\$0	\$0	\$0	\$0	\$0
New	\$0	\$0	\$0	\$0	\$0
Disposal	\$0	\$0	\$0	\$0	\$0
Required Funds	\$525,600	\$525,600	\$525,600	\$525,600	\$525,600

Expense Type	Year 6	Year 7	Year 8	Year 9	Year 10
	2023/24	2024/25	2025/26	2026/27	2027/28
Operations	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Maintenance	\$252,100	\$252,100	\$252,100	\$252,100	\$252,100
Renewal	\$188,500	\$188,500	\$188,500	\$188,500	\$188,500
Upgrade	\$0	\$0	\$0	\$0	\$0
New	\$0	\$0	\$0	\$0	\$0
Disposal	\$0	\$0	\$0	\$0	\$0
Required Funds	\$525,600	\$525,600	\$525,600	\$525,600	\$525,600

Expense Type	Year 11	Year 12	Year 13	Year 14	Year 15
	2028/29	2029/30	2030/31	2031/32	2032/33
Operations	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Maintenance	\$252,100	\$252,100	\$252,100	\$252,100	\$252,100
Renewal	\$188,500	\$188,500	\$188,500	\$188,500	\$188,500
Upgrade	\$0	\$0	\$0	\$0	\$0
New	\$0	\$0	\$0	\$0	\$0
Disposal	\$0	\$0	\$0	\$0	\$0
Required Funds	\$525,600	\$525,600	\$525,600	\$525,600	\$525,600

Table 8: Recreation Asset Projected Expenditure Requirements

Plan Improvement and Monitoring

This Section of the AMP outlines the degree to which it is an effective and integrated tool within the Shire. It also details the future tasks required to improve its accuracy and robustness.

Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Shire reports on. Each ratio is described in Appendix H. The Shire's current performance is recorded in Table 9.

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2018	42% (below target)	To be confirmed	To be confirmed

Table 9: AMP Performance Measures

Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 10.

Task No	Task	Responsibility	Timeline
1	Consider engaging with the community to determine their future service requirements.		
2	Consider undertaking a participation survey.		
3	Investigate how new technologies, and alternative commodities (e.g. solar power), could be implemented to support the recreation service.		
4	Review the Shire's IT strategy for managing recreation assets.		
5	Develop a formal parks inspection procedure.		
6	Develop a task based operation and maintenance schedule, with budgets.		
7	Consider the development of a capital project evaluation procedure.		
8	Develop a condition based long term renewal works programme.		
9	Review the Shire's asset ratios to improve their accuracy.		

Table 10: Recreation AMP Improvement Plan

Monitoring and Review Procedures

This AMP will be reviewed during annual budget preparation and amended to recognise any changes in levels of service and/or resources available to provide those services as a result of the budget decision process.

Shire of Dowerin

Recreation Asset
Management Plan

Part 2 - Detailed

Appendices

Appendix A – Legislation, Acts, Regulations & Standards.....	3
Appendix B – AMP Stakeholders and Service Levels	7
Appendix C – Recreation Demand.....	14
Appendix D – Risk Management Analysis.....	26
Appendix E – Portfolio Physical Parameters	30
Appendix F – Lifecycle Management Strategies	33
Appendix G – Financial Model	39
Appendix H – Asset Ratios	41

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Appendix A – Legislation, Acts, Regulations & Standards

This section provides details on all legislation, standards, policies and guidelines that should be considered as part of the management practices of the Shire's recreation assets.

Legislation / Standard / Organisation	Requirement / Document
Local Government Act 1995	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by AMPs for sustainable service delivery. The Act also provides guidance on the rules around local governments who derive revenue from operations such as non-core business.
Environmental Protection Act 1986	The Act's key objective is to simply protect the environment of the State and sets out a host of regulations and requirements to achieve its goal. Requires permit and flora survey prior to vegetation removal, relates to the prevention of pollution - either to land air or water. Defines two types of harm - material environmental harm or serious environmental harm.
Environment Protection Act (unauthorised discharges) Regulations 2004	States that pesticide cannot be discharged into the environment.
Building Code of Australia	The Building Code of Australia (BCA) is Volumes One and Two of the National Construction Code (NCC). The BCA is produced and maintained by the Australian Building Codes Board (ABCB) on behalf of the Australian Government and State and Territory Governments. The BCA has been given the status of building regulations by all States and Territories.
Aboriginal Heritage Act 1972	Regulations and requirements that the Shire must comply with relating to aboriginal heritage.
Aboriginal Heritage Regulations 1974	Preservation of the community places and objects used by traditional owners.
Native Title Act 1999	Regulations and requirements that the Shire must comply with in relation to the use of land.
Dangerous Goods Safety Act 2004	Relates to the safe storage, handling and transport of dangerous goods (e.g. herbicides).
Poisons Act 1964	Regulates the possession and use of poisons.

Department of Employment & Workplace Relations - Code of Practice - Management of Hazardous Substances (NOH:1994)	Regulates the possession and use of poisons
Health Act 1911	Relates to the handling and disposal of hazardous materials including asbestos.
Wildlife Conservation Act 1950	Provides for the conservation and protection of native flora and fauna.
Dividing Fences Act (1961)	Local government exemption from 50/50 contribution for dividing fences abutting public open space.
Rights in Water and Irrigation Act 1914	Licence to take water from the groundwater aquifer for the purposes of irrigation of public open space
Contaminated Sites Act 2003	Current parks are built on former tip and contaminated sites, effects quality of bore water and regulates treatment for contaminated soils
Contaminated Sites Regulations 2006	Current parks are built on former tip and contaminated sites, effects quality of bore water and regulates treatment for contaminated soils
Health (Pesticides) Regulations 1956	Regulates the possession and use of pesticides.
Bush Fires Act 1954	Regulates the specifications of firebreaks
Occupational Health and Safety Act 1984	The Occupational Health and Safety Act is concerned with protecting the safety, health and welfare of people engaged in work or employment. Full consideration and application of the Act should be given in order to identify, manage and reduce or mitigate the risk of harm to the Shire's employees.
OSH Regulations 1996	The guidelines for employees and employers to undertake within the work environment
Disability Discrimination Act 1992	<p>The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.</p> <p>Disability discrimination happens when people with a disability are treated less fairly than people without a disability. Disability discrimination also occurs when people are treated less fairly</p>

	because they are relatives, friends, carers, co-workers or associates of a person with a disability.
Disability Services Act 1993	An Act for the establishment of the Disability Services Commission and the Ministerial Advisory Council on Disability, for the furtherance of principles applicable to people with disabilities, for the funding and provision of services to such people that meet certain objectives, for the resolution of complaints by such people, and for related purposes.
Disability Services Regulations 2004	Current amendments to Disability Services Act (1993)
Agriculture and Related Resources protection (European House Borer) regulations	Regulation 3 all properties within 100m are declared as priority management zones Regulation 9 pinewood timber within priority management zone is required to be destroyed and disposed of.
Agricultural and Veterinary Chemicals Act 1994	Control of certain high toxicity herbicides
Agriculture and Related Resources Protection Act 1976	Control and prevention of certain plants
Biological Control Act 1986	Provision for the Biological control of pests
Energy Safety WA Code of Practice for Personnel Electrical Safety for Vegetation Control Works near Live Powerlines	The Code details the requirements for vegetation control work carried out near the live conductors of overhead power lines and is to be read in conjunction with Electricity Regulations 1947 Regulation 316A.
WA Department of Sport & Recreation (Sports dimensions for playing fields)	This guide has been prepared with the assistance of national and State sporting associations responsible for the administration of their respective rules.
AS 4373-2007 Pruning of Amenity Trees	The Standard aims to encourage pruning practices and procedures that reduce the risk of hazard development, branch failure, pathogen infection and premature tree death.
AS 26983-1990 Plastic Pipes & Fittings for Irrigation	Specifies requirements for mechanical jointing fittings suitable for use as fixed joints with polyethylene pipes manufactured in accordance with AS 2698.
AS/NZS 4486.1-1997 Playgrounds & Playground Equipment	Specifies requirements for the development, installation, inspection, maintenance and operation of playgrounds and playground equipment to ensure a continuing level of function

	and safety. It also contains requirements for information to be supplied by the manufacturer.
Accounting Standards	<ul style="list-style-type: none"> = AASB 5 Non-Current Assets Held for Sale and Discontinued Operations = AASB 13 Fair Value Measurement = AASB 116 Property, Plant and Equipment = AASB 118 Revenue = AASB 136 Impairment of Assets = AASB 138 Intangible Assets
Other Standards and Regulations	<p>Other relevant documents include, but are not limited to:</p> <ul style="list-style-type: none"> = AS/NZS 4360: 1995 Risk Management = All other relevant State and Federal Acts & Regulations = All Local Laws and relevant policies of the organisation
Shire of Dowerin Policies	<ul style="list-style-type: none"> = Risk Management = Purchasing = Financial Management = Occupational Safety, Health & Well Being = Asset Management

Table 1: Legislative Requirements, Standards, Policies and Guidelines

Appendix B – AMP Stakeholders and Service Levels

AMP Stakeholders

Analysis of the Shire’s recreation service revealed that there are seven key stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.

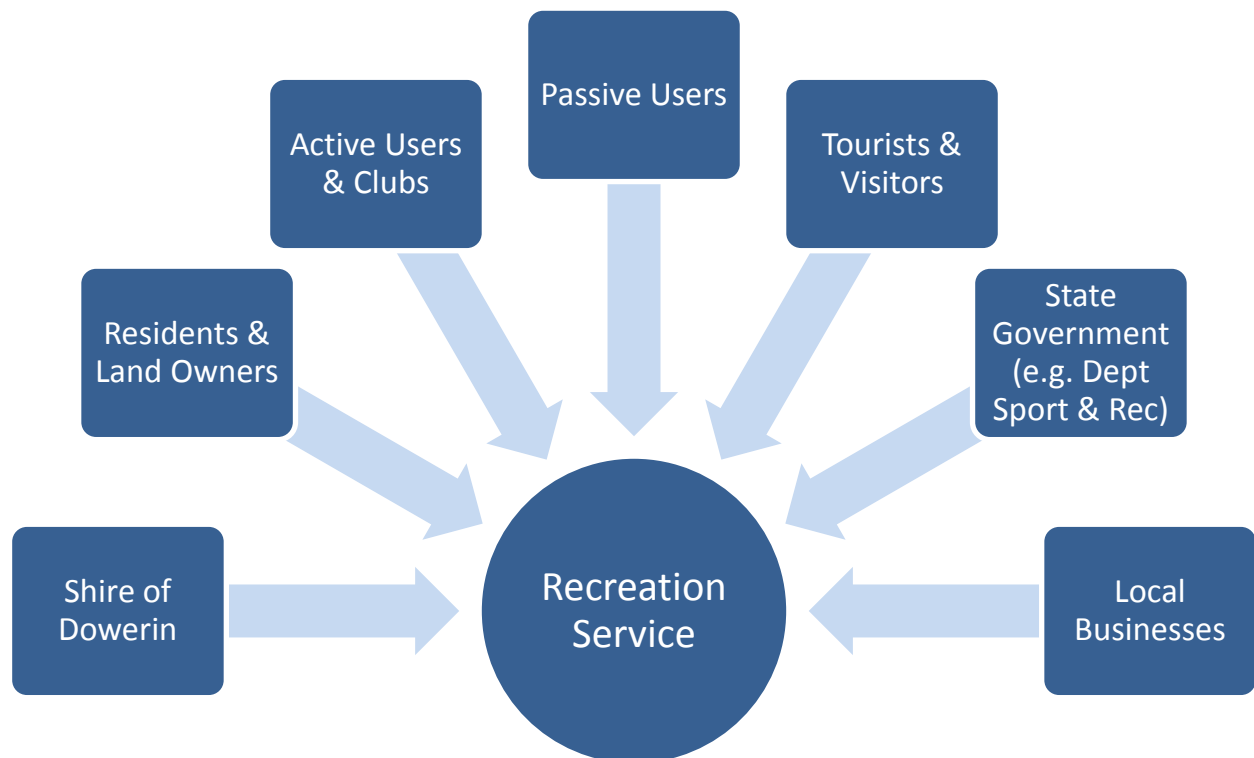


Figure 1: Recreation Stakeholders

Process for Developing Potential Service Levels

In developing the service levels for the recreation assets, the Shire has generally applied the framework as set out in the IIMM. The process broadly applies five steps, being:

- = Identify service attributes important to customers
- = Define the delivered customer service levels
- = Develop performance measures
- = Consult with customers
- = Make service level based decisions

Strategic Community Plan (SCP) Drivers

In addition to considering the needs and wants of different stakeholder groups, the SCP was also reviewed to identify Strategies (Programmes) of relevance. The following table outlines those Strategies that may influence this AMP’s service levels.

Objective	Outcome	Action
Our Infrastructure	Infrastructure is fit for purpose, responsibly managed and maintained.	Develop a comprehensive asset management plan that prioritizes assets and details a replacement/maintenance schedule that aligns to community need (e.g. investigations of options for refurbishment and renewal or relocation of the swimming pool, toilet in the park, etc.).
Natural Environment	Sustainable infrastructure design and maintenance minimizes environmental impact.	Sustainable maintenance of parks, ovals and public spaces/infrastructure through planning for rain water harvesting, storage and use and renewable energy installations (e.g. solar panels).
Our Leaders	Through effective planning, service delivery meets community needs and assets are managed to optimize use and minimize life cycle costs.	Develop an asset management plan and long term financial plan consistent with identified community priorities for asset renewal and service delivery.

Table 2: Strategic Community Plan Objectives Aligned to the Recreation Portfolio

Consideration of the objectives listed above shows that the following recreation service areas are of high importance to the SCP. These may then be considered by the final service levels within this AMP:

- = Environmental sustainability

Stakeholder Key Service Attributes

Each of the key stakeholders were considered as to what they value and expect from the recreation service. These needs and wants were captured and have been presented in the table below. Those considered of high importance (frequently reoccurring) and those which are needed, were then considered to form the basis of the AMP's Service Levels.

Stakeholder	Specific Needs/Wants	Need or Want?	Service Attribute
Shire (Council & Staff)	Assets are well used / are at appropriate levels	Want	Usage
	Assets are accessible to users of all ability	Want	Accessibility
	That parks assets are provided at a fair and accessible cost	Want	Value
	That strong relationships are maintained between all stakeholders through engagement and consultation	Want	Consultation
	That active parks assets can generate revenue to cover their higher levels of expenditure	Want	Financial Performance
	That the Shire's and users' risk exposure and liability is minimised	Want	Safety
	That park places are designed and maintained in a manner that reduces crime incidences	Want	
	That the Shire is a 'good neighbour' and that its parks areas add value to local properties	Want	Aesthetics
	That existing areas of natural/native vegetation are retained and where possible improved	Want	Environmental Sustainability
	That the energy and carbon footprint of the Shire's parks assets is progressively reduced	Want	

	That water usage levels on parks areas is minimised and that water recycling/reuse is increased	Want	
Active Users and Clubs	That sports playing areas meet applicable Australian Standards / are well maintained	Need	Quality
	That sports playing areas have good aesthetic appeal	Want	Aesthetics
	That sports playing areas are open for use every day during day light hours	Want	Availability
	That park places have car parking available	Want	Accessibility
	That park places are linked to the Shire’s path network	Want	
	That park places are accessible by users of all physical ability	Want	
	That sports playing facilities represent good value for money	Want	Financial Performance
	That the Shire helps to facilitate/organise events and competitions	Want	Events
	That users are treated with respect and consulted with	Want	Consultation
	That park areas discourage antisocial behaviour	Want	Safety
Passive Users	That parks assets are well maintained	Want	Quality
	The parks areas have good aesthetic appeal	Want	Aesthetics
	That parks areas discourage antisocial behaviour	Want	Safety
	That parks areas are well lit at night time	Want	
	That parks areas have good path infrastructure that connects to the Shire’s wider network	Want	Accessibility
	That the Shire consults on what assets it puts into parks areas	Want	Consultation
	That parks assets are well maintained	Want	Quality

Residents & Landowners	The parks areas have good aesthetic appeal	Want	Aesthetics
	That parks areas discourage antisocial behaviour	Want	Safety
	That the Shire consults on what assets it puts into parks areas	Want	Consultation
Tourists & Visitors	That parks assets are well maintained	Want	Quality
	The parks areas have good aesthetic appeal	Want	Aesthetics
	That parks areas discourage antisocial behaviour	Want	Safety
	That parks areas have available car parking	Want	Accessibility
	That parks assets are well signed	Want	Well Signed
State Government	That assets are managed to meet all applicable legislative requirements and Australian Standards	Want	Quality
	That assets are well used and align with sport demands	Want	Usage
	To provide parks assets that increase participation levels in active and passive activities	Want	
	That assets are accessible to users of all ability	Want	Accessibility
	That parks assets are provided at a fair and accessible cost	Want	Value
	That strong relationships are maintained between all stakeholders through engagement and consultation	Want	Consultation
	That assets are managed in a financially sustainable manner	Want	Financial Performance
	That parks places are designed and maintained in a manner that reduces crime incidences	Want	Safety
	That the Shire's parks areas do not allow pollution and rubbish to enter waterways	Need	Environmental Sustainability

	That the Shire’s parks assets do not adversely affect ground water levels.	Want	
Local Businesses	That parks assets are well maintained	Want	Quality
	The parks areas have good aesthetic appeal	Want	Aesthetics
	That Parks areas discourage antisocial behaviour	Want	Safety
	That parks assets have available car parking	Want	Accessibility
	That parks assets are well signed	Want	Well Signed
	That parks assets are provided at a fair cost	Want	Value

Table 3: Stakeholder Service Levels

The following service attributes are either frequently occurring and/or needed. As such, they are considered for potential Service Levels.

- = Accessibility – Frequency: 6
- = Quality – Frequency: 6 and Needed
- = Environmental Sustainability – Frequency: 2 and Needed
- = Safety – Frequency: 7

Service Level Targets and Performance

By considering the potential service attributes from the SCP and stakeholder key service attributes, a total of four KPIs have been selected. The following table outlines the KPIs used to monitor performance delivery.

KPI	Driver	Level of Service	Performance Measure	Target	Current	Data Confidence
Accessibility	Stakeholder attributes	Recreation areas are accessible to all users.	Percentage of parks areas that are DIAP compliant.	TBC	TBC	-
Environmental Sustainability	Stakeholder attributes & SCP.	Recreation areas are managed so as to active minimise negative environmental outcomes.	Total annual units of water and electricity directly used on the Shire's recreational areas.	TBC	TBC	-
Quality	Stakeholder attributes.	Recreation asset condition	Percentage of recreation assets within their intervention condition level.	TBC	98%	High
Safety	Stakeholder attributes.	Ensure effective management of risks to health in accordance with relevant legislation and community needs.	Percentage of compliance, safety and maintenance defects corrected within intervention targets.	TBC	TBC	-

Table 4: Service Level Targets and Performance

Appendix C – Recreation Demand

Background

Council's fundamental role is to provide services to its community and stakeholders. These services are often underpinned by assets. Predicting future demand for services (e.g. parks and gardens) is important to ensure that the appropriate assets are provided and maintained.

This section of the AMP looks broadly at both historical and future levels of recreation demand. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct.

Historic Recreation Demand

Demand for services is generally measured by how many customers use the asset(s). However, the Shire has not historically monitored individual recreation usage levels. To ascertain historical influences on demand, a range of different demand sources have been considered. Each is discussed as follows.

Population Change

When the overall population of the Shire (Figure 2) between 2001 and 2016 is considered, the number at census night has fallen from 786 to 702. This decrease of 84 people (-11%) would suggest that demand change for recreation services has potentially declined. However, it is noted that between 2011 and 2016 there has been a reverse in trend, and the population increased by 20 people. This will be monitored over progressive censuses.

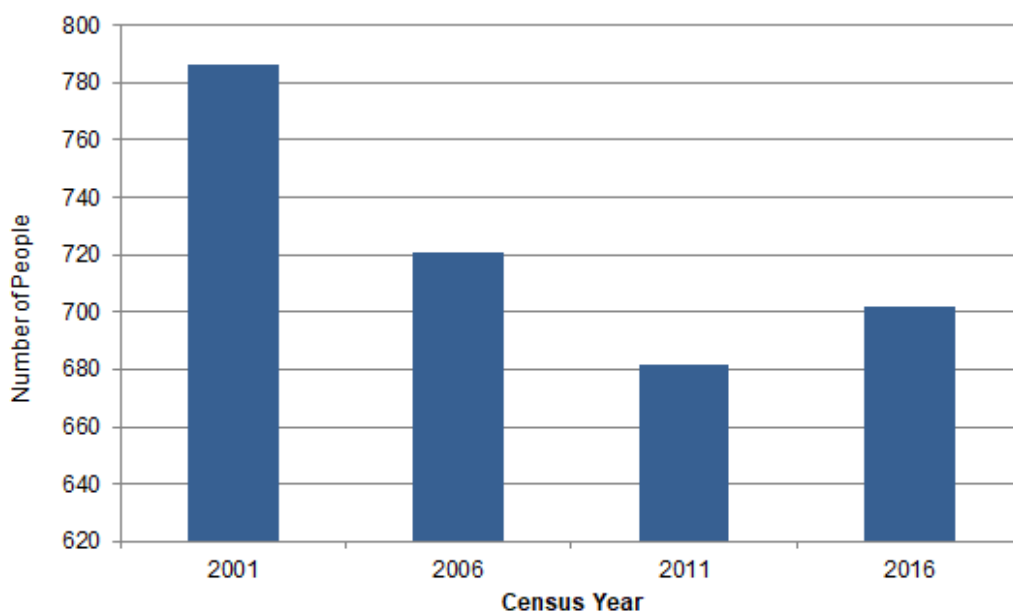


Figure 2: ABS Census Population – Shire of Dowerin 2001 - 2016

Demographic Change

ABS census results between 2001 and 2016 shows that the Shire’s median age has risen, from 35 to 43. This significant change means that some recreation services, such as active sports, may have experienced a decline in demand. However, the converse may also be true, as older people may be demanding more passive recreation services.

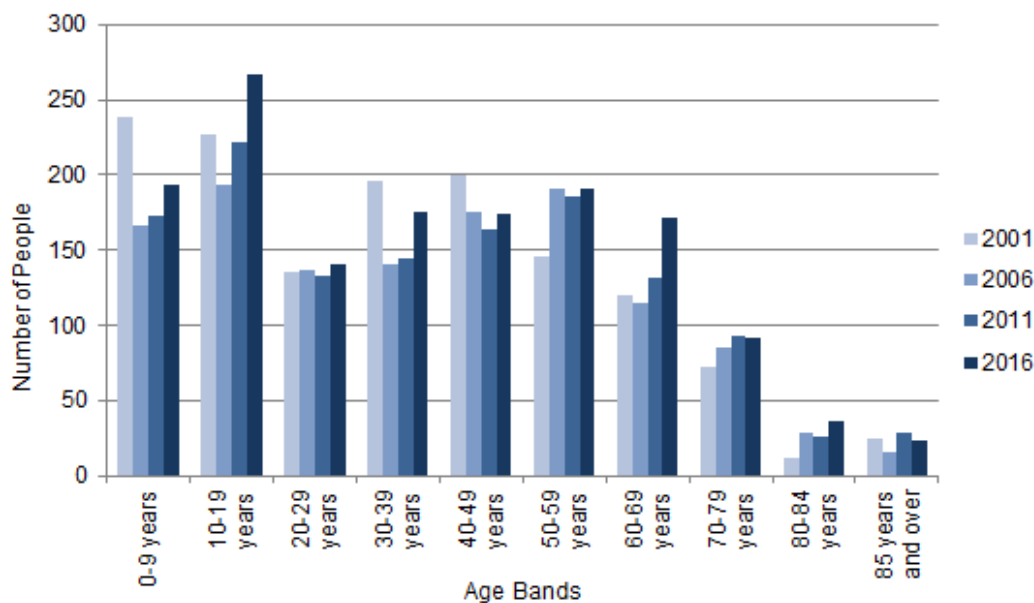


Figure 3: ABS Census Demographics – Shire of Dowerin 2001-2016

Recreation Participation Change

The ABS Participation in Sport and Physical Recreation Survey was last conducted in 2013-14. Within Australia, walking for exercise remained the most popular activity over time with a participation rate of 19.2%. The second and third most popular activities were fitness/gym (17.4%) and jogging/running (7.4%) respectively.

Within WA (Figure 4), participation rates peaked at around 75% in 2002 and have since steadily fallen to 63% in 2013. If this trend is also representative of the Shire’s population, then it is important, as this could offset any demand growth from an increasing population size. However, this position cannot be categorically determined without the assistance of a local participation survey. The survey has been listed as an improvement action.

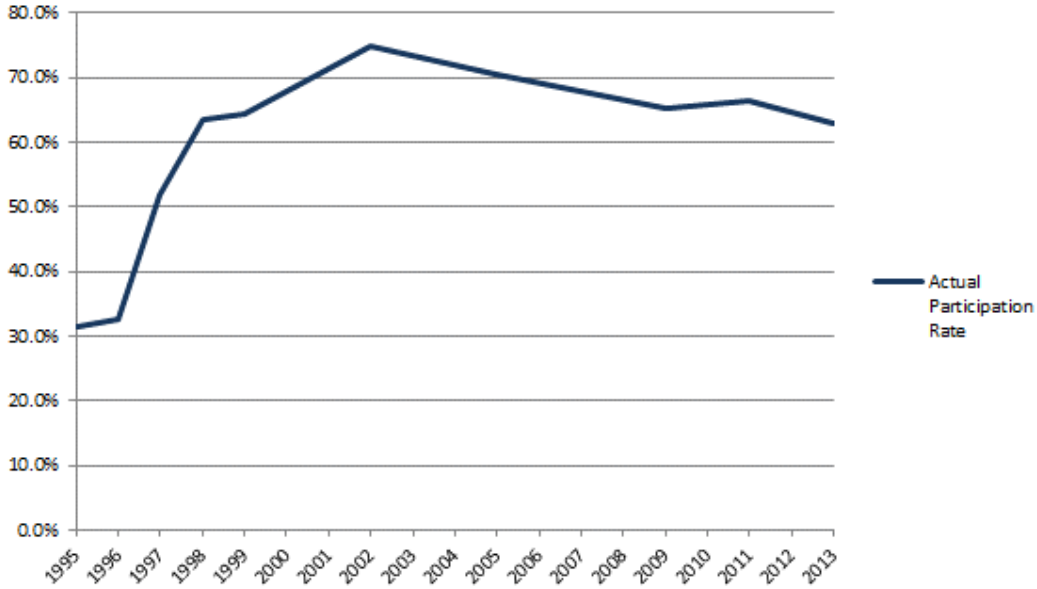


Figure 4: ABS Sport and Recreation Participation Rates

Tourist & Visitor Numbers Change

Outside of immediate local demand, there may be potential demand from visitors to the Shire, whether day trippers or tourists. Figures from Tourism WA show that over the past five years, the estimated number of visitors to/within WA have risen from 22.0million in 2013 to 30.5million in 2017. Figures show that 7% of visitors go to the ‘golden outback’ region, within which the Shire sits. Assuming that a portion of these visitors may visit the Shire, increases in WA tourist numbers may have resulted in increasing demand of recreation services and assets. However, the overall demand change effect is considered to be negligible.

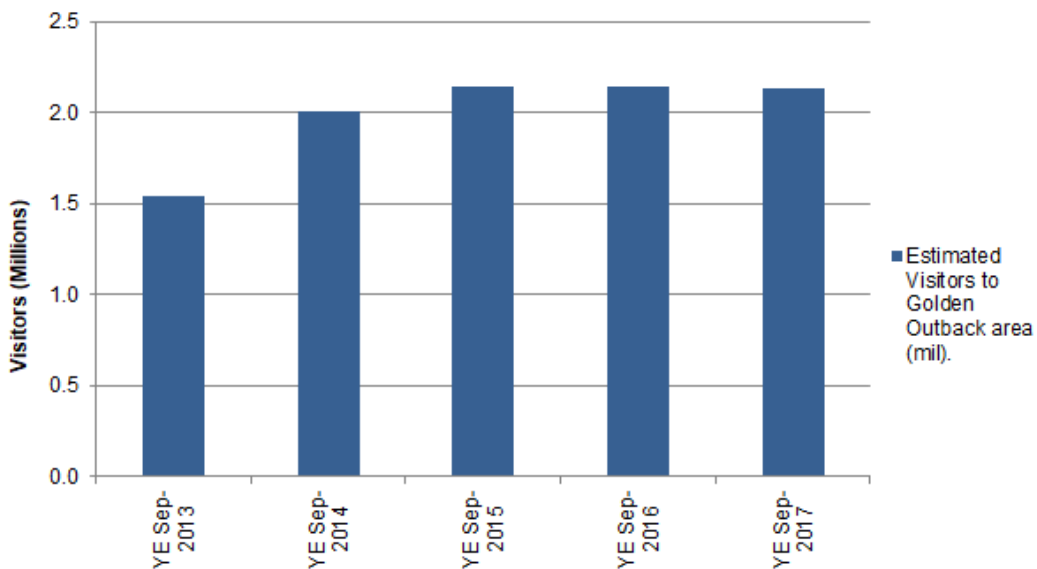


Figure 5: Estimated Golden Outback Visitors (Source: Tourism WA July 2017)

Rainfall Change

Consideration of historical annual rainfall may provide an indication of climate change and whether the recreation service will need to change to meet water security challenges. Figure 6 shows the annual total rainfall at Dowerin from 1904 to 2016. Considering the linear trend line, it can be seen that average annual rainfall levels have slowly fallen from approximately 390mm to 340mm per annum. This suggests that parks assets, and in particular softscape (e.g. turf), has become increasingly reliant on non-rainfall sources of water (e.g. bore). As such, the service cost may have proportional increased, while the long term environmental sustainability became more questionable. Looking forward, identifying strategies to cope with falling rainfall will be important.

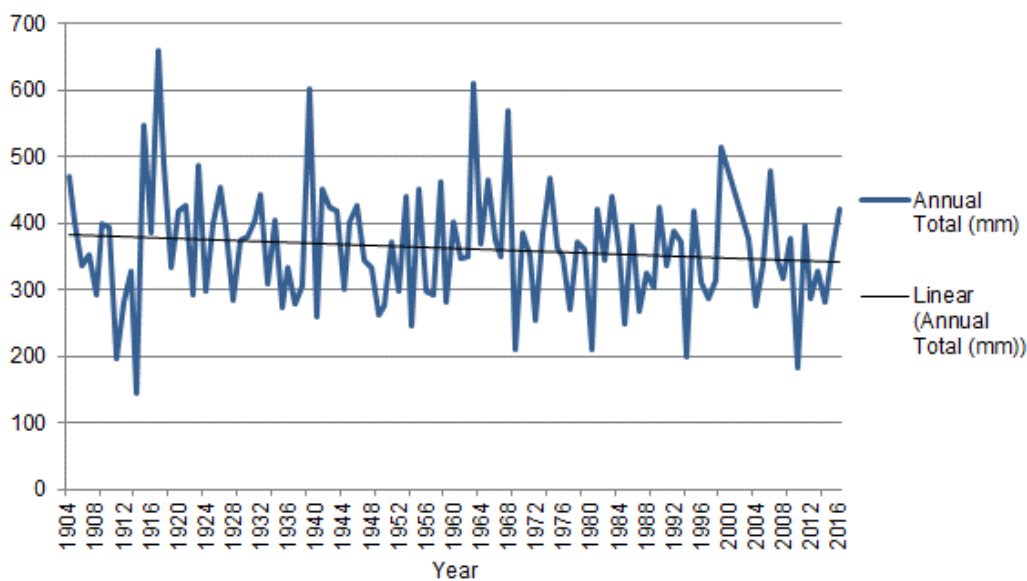


Figure 6: Dowerin Weather Station Historical Annual Rainfall

Temperature Change

A review of the historical annual monthly mean maximum temperatures shows that between 1967 and 2016, there has been an increase from about 33.5 degrees to 36.8 degrees (Figure 7). This change demonstrates that the local environment is indeed experiencing hotter temperatures. Over time, this climatic temperature change is likely to affect a number of recreation assets, their likely achievable maximum lives and the ability to maintain service levels. If this occurs, then the whole of life costs will also increase, resulting in additional budgetary demands.

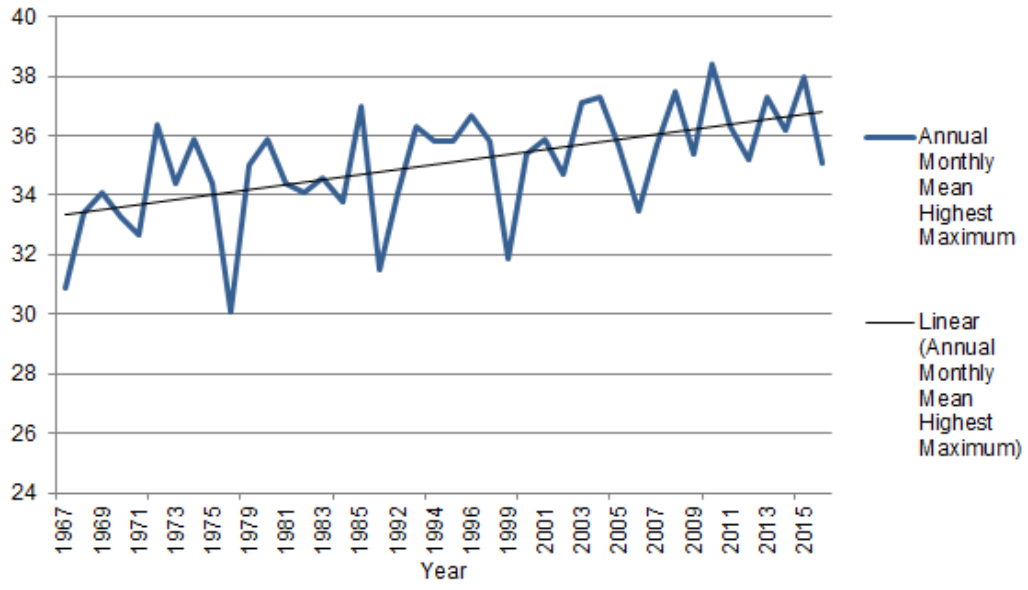


Figure 7: Goomalling Weather Station Historical Annual Monthly Mean Maximum Temperature

Future Demand Drivers

In order to identify future demand pressures on the Recreation Portfolio (both positive and negative), six driver categories, being political, economic, social, technological, legal and environmental have been considered. Drivers such as these will not only influence actual usage levels, but also possibly require future resources to meet specific needs or goals. Each of these demand drivers are discussed below and their effect summarised. The exact effects of many of these drivers are difficult to quantify and may also require further study and research.

Political Demand

State Government

Political influence on the Shire's recreation service delivery is limited to a number of high level areas. Political influence can also generally be separated by that which occurs from the Shire's Council and that which arises from other political levels, such as through state or federal Legislation and Acts.

The general minimal provision of public open space (POS) area has long been determined by the Western Australian Planning Commission's (WAPC) public open space in residential areas policy. Since 1956, a standard (minimum) contribution rate of 10 percent of the gross residential area for POS has existed within the Policy. The Policy favours a balance between what can be defined as either passive or active recreational spaces. Passive areas are typically readily available to all residents and suited to recreational activities which are generally not of an active nature. Active areas tend to be larger and therefore designed for active activities such as organised sports. With the policy remaining an important driver of POS area demand for new developments, it will have a positive demand on services when (and if) residential subdivision occurs.

When the Shire's current situation is considered, it is thought unlikely that significant additional parks areas will be added to the portfolio either by way of vesting agreements or development. This is due to the fact that the Shire is likely to only experience minor changes in residential development over the life of this AMP. Furthermore, existing recreation areas are broadly considered to have suitable capacity to meet any possible increasing demand change.

Council

The largest area of demand that the Shire's Council can influence is that around changes to service levels. For example, by enforcing changes to current maintenance practices (e.g. increasing mowing frequency) or by providing enhanced services (e.g. building additional infrastructure), Council can then also increase or decrease the associated whole of life costs. To ensure that this demand is managed, Council need to be informed on both service demand from other areas, as well as the financial sustainability of the service levels that they may wish to provide. This AMP will help to ensure demand changes imposed by Council are manageable

Integrated Planning and Reporting and Fair Value

The introduction of the Integrated Planning and Reporting Framework (IPRF) to WA local governments, as well as the requirement of fair value accounting standards, has meant that there is now increased demand for improved asset and financial management practices. These requirements are most likely to remain in place over the life of this AMP. It is therefore likely that the Shire will need to continue to increase the resources it allocates for asset management practices, and continue to make steady improvements.

Rate Capping

Within WA there has been recent debate on the possible introduction of rate capping. Such an initiative would prevent large future increases in rate rises. As a result, there would be increased demand to ensure that service provision is well defined and its resource requirements well understood. However, by improving its asset management practices, the Shire will be able to limit the effect of any possible rate capping scheme.

Change Effect: Land use planning changes are unlikely to change demand for recreation services. IPR legislation will likely continue to demand improvements to the Shire's asset management practices. However, better practices will provide Council with greater ability to better manage the recreation service and assets. If potential rate capping legislation were to occur, this may cause long term challenges.

Economic Demand

Energy and Water Costs and Availability

The operation and maintenance of the Shire's recreation assets uses basic commodities such as energy (e.g. electricity) and water (e.g. reticulation). Energy costs, typically in the form of electricity, have increased sharply over the last 15-20 years due to the higher costs of supply and transmission/transportation. Equally, with higher median maximum temperatures and falling annual rainfall, water security and cost have also become increasingly important.

It is likely that prices for basic commodities will continue to rise above normal inflation levels over the life of this AMP. To help protect itself against future price increases, there is value in the Shire considering alternative sources, such as solar power, water harvesting etc. This has been listed as an improvement action.

Council Financial Sustainability

In recent years there has been a moderate level of publicity and investigation into the long term sustainability of WA local governments. A key introduced initiative has been the publication of a number of asset sustainability ratios. These are published in the Shire's Annual Report and also through the mycouncil.wa.gov.au website. A review of the MyCouncil ratios shows that there are issues with the accuracy of them and the Shire's ability to be able to produce them. As such, it is unclear as to how financially sustainable the Shire is over the longer term. As an improvement action, further ratio analysis is required.

Change Effect: Demand pressure to reduce the use of non-renewable energy resources and to increasingly reuse water and/or reduce water usage is likely to occur. Further asset management practices are required in order to understand whether the recreation service is financially sustainable.

Social Demand

Population

Western Australia Tomorrow is a set of forecasts representing the best estimate of Western Australia's future population size based on current fertility, mortality and migration trends. These trend forecasts are used to identify potential preferred future scenarios that can be built upon; as well as less favourable possibilities for which mitigating action can be taken. The forecast contains a Shire population forecast spanning from 2011 until 2026. The forecast contains 5 bands of population projections, with A being the most pessimistic and E the most optimistic. The results are shown in Table 5.

Year	Band A	Band B	Band C	Band D	Band E
2011	700	700	700	700	700
2016	620	670	710	740	800
2021	570	640	690	730	820
2026	530	610	680	740	830
Change	-170 (24%)	-90 (13%)	-20 (3%)	+40 (6%)	+130 (19%)

Table 5: Population Forecasts by Bands

When the census results are considered, it shows that the Shire's population is falling at approximately -0.7% per annum (15 year rolling average), being broadly in line with Band B. This suggests that by 2026, the Shire's population may have contracted to 610 people. As such, this may have a negative effect on recreation demand. It should be noted though, that between 2011 and 2016, the population actually grew by 20 people. As such, the forecast may have a low confidence level.

Demographics

Historical census data showed that the Shire's median age rose from 35 in 2001 to 43 in 2016. With it likely that this trend will continue into the future, there will naturally be some change in service demand. For example, active recreation sports enjoyed by younger people, are likely to experience a slight decline in participation. Conversely the opposite is true for passive sports enjoyed by older people. With this changing demand, it is important for the Shire to identify the correct services, and associated assets that will be required by the community. An improvement action to address this has been listed.

Social Disadvantage

A review of the ABS 2011 SEIFA index of advantage and disadvantage showed that the Shire has an index number of 976. This places the Shire at the 59 percentile within Australia and 46 percentile within WA. This means that the Shire’s population are generally about average in the index, suggesting that as a community, there are unlikely to be access barriers to recreation services (e.g. cost).

Participation Rates

Figures from the ABS’ Sport and Recreation Participation surveys show that since 2002, participation has fallen by around 11.9%. If this decline of around 1.08% per annum were to continue, then participation rates may fall to around 49% by 2036, as shown in Figure 8.

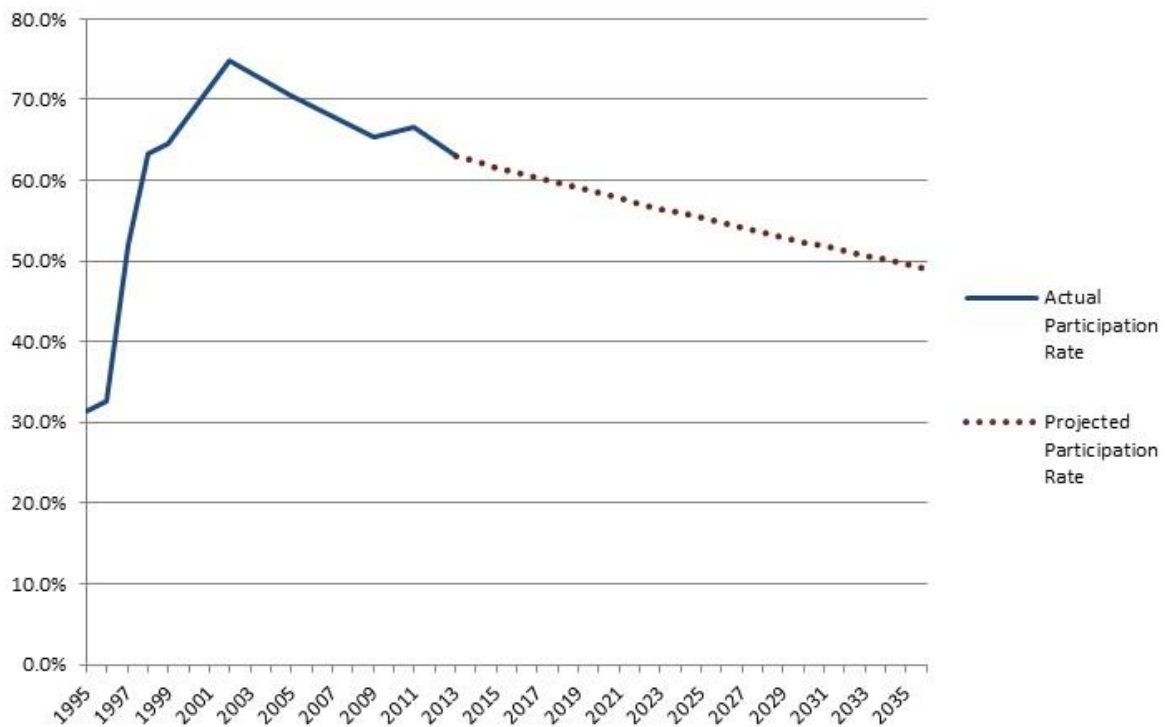


Figure 8: WA Actual (ABS) and Projected Recreation Participation Rates

When the potential rate of decline is considered against the Shire’s projected future population (Figure 9), it shows that the actual numbers of sport and recreation participants is actually likely to shrink. The figures predict that decline is likely to be around -1.7% per annum.

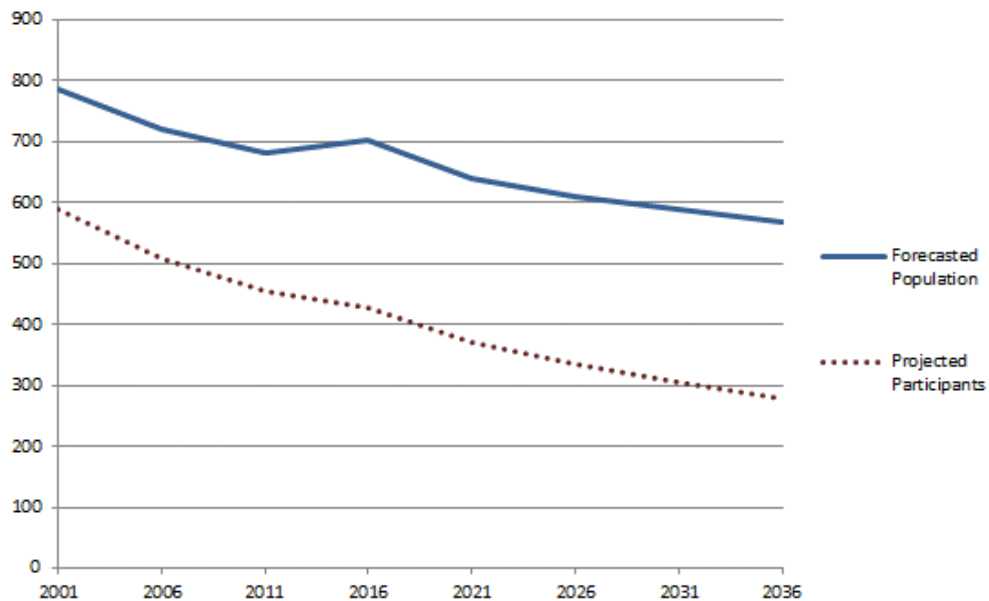


Figure 9: Projected Shire Population and Actual Recreation Participation

Change Effect: A forecasted decline in the Shire's future population will in theory reduce demand for recreation services. However, if the trend in declining recreation participation also continues, this will exasperate the decline to -1.7% per annum. The change in demographics and median age is likely to result in a fall in active recreation participation, while passive recreation demand may be sustained. Social disadvantage drivers seem not to be a barrier to participation.

Technological Demand

Technology Affecting Participation Rates

Over the past decade or so, technology advancement has resulted in large changes to recreational activities, particularly at a professional level. Many advancements have naturally filtered down to a general user level, as evidenced in the sophistication of sporting equipment currently available. High quality equipment is now often available at accessible prices which may help encourage participation rates, particularly in sports. Elsewhere, the forecast change in participation levels since the rise of esports, computer gaming and social media seems to be starting to occur, with ABS figures pointing to falling rates.

Technology Assisting Maintenance

The area of technology change which is thought to have the biggest likely impact on recreation is around its actual application to enable the refinement of operation and maintenance techniques. There are a range of modern software tools available commercially, that can be used to help achieve greater efficiencies, and more optimal outcomes. For example software such as GIS can be used to map reticulation head locations and water coverage to identify areas of over or under watering. This may in turn help to achieve several outcomes including reducing the use of materials (e.g. water, fertiliser etc.) while helping to increase the capacity at venues (e.g. helping turf to recover more quickly from wear).

Overall, it is thought the main demand influence from technology is around better application to achieve enhanced outcomes and service levels.

Condition Monitoring and Asset Management Systems

Changes and improvements to the way WA local governments are managing their infrastructure means that there is a growing need to develop and manage data in the form of inventories, condition ratings, financial performance etc. To meet this need many WA local governments operate software systems for their recreation service, such as GIS databases. Aside from its financial software, the Shire does not operate any other specific recreation software solutions. Looking forward, as software sophistication improves, there may be benefits that can be derived from such as system. An improvement action has been listed to consider the need for a system.

Change Effect: Opportunity exists to manage and maintain the recreation portfolio more efficiently and sustainably and thus reduce demand, through the application of emerging technologies. Slight changes to participation rates, caused by technology influences, are possible.

Legal Demand

Litigation

In providing and maintaining recreational assets that are fit for purpose and safe, the Shire undertakes a range of different maintenance activities. However, there is currently no formalised inspection process covering all recreation assets. The development of a procedure has been listed as an improvement action. Aside from the normal risks associated with assets, no specific additional legal demand drivers have been identified at this time.

Change Effect: Slight increase in demand for formalised safety and maintenance inspection regime.

Environmental Demand

Environmental Sustainability

In recent years, the community's awareness of environmental issues, including climate change, has resulted in some change to habits and broader government legislation. It is likely that over the term of this AMP that infrastructure managers will have to ensure that assets are maintained at increasingly environmentally sustainable levels. This will include:

- = Questioning whether assets are required
- = Ensuring that maximum life is obtained from assets
- = That construction and maintenance techniques reduce and avoid the use of virgin materials wherever possible

While opportunities to reduce the Shire's energy and material consumption have already been discussed, and remain valid, there is also a driver to identify and consider other activities that

can increase recreational environmental sustainability. Establishing a process to identify and consider possible initiatives has been listed as an improvement action.

Climate Change

Historical data (Figure 7) shows that regardless of cause, Dowerin is becoming increasingly hotter and dryer. Therefore to deliver the current levels of service into the future, specific strategies and technologies will have to be applied as vegetation becomes increasingly dependent on irrigation.

Change Effect: Increased demand for clearer decision making around asset need. Increased demand for more environmentally sustainable recreation assets and maintenance techniques. Increased demand to use drought tolerant vegetation and non-rain sourced water.

Appendix D – Risk Management Analysis

This appendix details the desktop risk analysis undertaken on the management of the recreation portfolio. The risk analysis has considered ISO 31000 (Risk Management).

Risk Context

The risk analysis applies only to the management activities undertaken on the recreation portfolio. It does not seek to identify physical risks. The following statement defines what an ‘acceptable’ level of risk is with regards to recreation infrastructure.

Through risk management, the Shire of Dowerin aims to:

- = Protect the quality of the recreation portfolio
- = Protect users of recreation assets
- = Protect the Shire’s assets and public image
- = Reduce the Shire’s exposure to risk
- = Promote effective financial and asset management practices

This will be achieved through:

- = Identifying, decreasing the likelihood, and mitigating the consequences of, risk within the constraints of sensible commercial objectives and practices
- = Applying risk based practices to the management of recreation assets and associated decision making
- = Maintaining safe and reliable plant, equipment and infrastructure
- = Preparing appropriate contingencies
- = Reviewing the risk profile of the recreation portfolio at appropriate intervals and when circumstances dictate
- = Maintaining an up to date Recreation AMP

Risk Criteria

The following criteria have been applied as part of the risk analysis.

Risk Matrix

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Likelihood Scale

Level	Likelihood Scale		
	Descriptor	Indicative Frequency	Probability
5	The event is expected to occur in most circumstances	More than once per year	> 90% chance of occurring
4	The event will probably occur in most circumstances	At least once per year	60% - 90% chance of occurring
3	The event should occur at some time	At least once in 3 years	40% - 60% chance of occurring
2	The event could occur at some time	At least once in 10 years	10% - 40% chance of occurring
1	The event may only occur in exceptional circumstances	Less than once in 15 years	< 10% chance of occurring

Consequence Scale

Severity Level	Consequence Types						
	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
5	Fatality, permanent disability	More than \$500,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, widespread loss of community trust, high widespread multiple media profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact
4	Lost time injury (>5 days)	\$50,001 - \$500,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, widespread high impact on community trust, high media profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
3	Medical type injuries	\$10,001 - \$50,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact on community trust or moderate media profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
2	First aid injuries	\$1,001 - \$10,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non-compliances	Substantiated, localised impact on community trust or low media item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
1	Negligible injuries	Less than \$1,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, localised low impact on community trust, low profile or no media item	Inconsequential or no damage.	Contained, reversible impact managed by on site response

Risk Analysis

Asset: Recreation Portfolio			Compiled by: Ben Symmons (AIM)				Date: 28-Mar-18					
Date of risk review:			Reviewed by:				Date:					
Reference	The Risk	Event (what can happen)	Cause (how this can happen)	Consequence (What can happen)	Existing controls	Effectiveness of existing controls	Analysis (1 (Low) - 5 (High))			Risk priority	Treat Risk (Y/N)	Further Action
							Likelihood	Consequence	Level of risk			
1	AMP has incomplete service levels	AMP outputs do not align to formal performance targets	Lack to leadership and/or resource(s)	Lack of control over the management of service outputs	None	Nil	3	3 (FI)	Moderate	= 1	Y	Begin monitoring service level KPIs
2	Service demand increases	Demand can not be serviced	Demand increases due to a range of drivers (see AMP)	Demand can not be serviced, user discord	AMP, POS allowance	High	2	3 (R)	Moderate	= 7	N	
3	Asset condition	Condition of assets is unknown/inaccurate	Lack of formal cyclical inspection program	Assets fail, increased safety risk, non-optimised management etc.	Adhoc inspection program	Moderate	2	3 (SI)	Moderate	= 7	N	
4	Asset inventory	Location and attributes of assets is unknown	Lack of formal cyclical inspection program	Assets fail, increased safety risk, non-optimised management etc.	Adhoc inspection program	Low	3	3 (SI)	Moderate	= 1	Y	Develop a cyclical inspection procedure.
5	Asset valuation	Assets are unvalued	Poor inventory records and valuation contract specifications	Assets unvalued, under insured and outputs of low confidence (e.g. sustainability ratios)	Inspection program, cyclical valuations	Moderate	2	3 (FI)	Moderate	= 7	N	
6	Lifecycle management strategies	Not implemented and/or not adhered to	Lack of high level focus on asset management	Inefficient practices, potential legislation breaches	AMP	Moderate	2	2 (C)	Low	13	N	
7	Financial projections	Financial projections of low confidence	Lack of high level focus on asset management, poor practices etc.	Projections misaligned with actual requirements	AMP	Moderate	3	3 (FI)	Moderate	= 1	Y	Develop OPEX and CAPEX programmes
8	Performance measures	Ratios outside of target bands	Low confidence input data, poor AM practices etc.	Poor service delivery for cost, possible bad publicity	AMP	Moderate	3	3 (R)	Moderate	= 1	Y	Review ratios and identify causes of poor performance
9	Usage	Parks usage not known	Lack of data collection process	Assets under or over utilised, service delivery disjointed	AMP	Low	3	2 (R)	Moderate	= 7	N	
10	Service needs	Emerging/changing service needs not identified	Lack of stakeholder engagement	Asset under or over utilised, service delivery disjointed	AMP	Moderate	2	3 (R)	Moderate	= 7	N	
11	Resource consumption	Consumption of resources becoming increasingly expensive	Significant prices increases for electricity, water etc.	Service delivery costly	AMP	Moderate	2	4 (FI)	Moderate	6	N	
12	AM practices	AM practices are insufficient	Lack of high level management and internal resources.	Service delivery costly, potential legislation breaches	AMP, AM Policy	Low	2	3 (FI)	Moderate	= 7	N	
13	IT Strategy	Disjointed and/or absent AM software	Lack of an IT Strategy	Work processes inefficient and ineffective	Nil	N/A	3	3 (FI)	Moderate	= 1	Y	Consider the implementation of a suitable product.

Table 6: Asset Management Plan Risk Analysis

Appendix E – Portfolio Physical Parameters

Data Confidence

To be able to effectively manage its assets, the Shire collects and maintains a range of data on its recreation portfolio. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 8 details the reliability and confidence levels of the current asset data the Shire holds. In assessing the data, the Shire has applied the IIMM confidence framework as detailed in Table 7.

Confidence Grade	Description	Accuracy
1 - Excellent	Accurate	100%
2 - Good	Minor inaccuracies	± 5%
3 - Average	50% estimated	± 20%
4 - Poor	Significant data estimated	± 30%
5 – Very Poor	All data estimated	± 40%

Table 7: Data Confidence Measures

Park Type	Inventory	Condition	Valuation
Active	2	2	2
Passive	2	2	2

Table 8: Recreation Portfolio Data Confidence Levels

Inventory

The following section outlines the Shire’s recreation asset places as at 30 June 2017.

Name	Type	Park Area (m ²)	Irrigated
Dowerin Memorial Swimming Pool	Active	-	-
Hayter Street POS	Passive	-	-
Information Bay	Passive	-	-
Minnevale Camp Ground	Passive	-	-
Nanning Well	Passive	-	-
Recreation Oval	Active	-	-
Skate Park	Active	-	-
Tin Dog Area	Passive	-	-

Table 9: Shire Recreation Place Inventory

The following table outlines the number of different assets installed within the Shire.

Asset Type	Quantity	Asset Type	Quantity
Softscape	22 count / 9,599 sq.m	Sports Equipment	17 count
Hardscape	14 count / 1,828 sq.m.	Lighting & Electrical	64 count
Structures	81 count	Irrigation & Water	6 count
Furniture	117 count		

Table 10: Recreation Asset Quantities

Condition

The following section outlines the Shire’s recreation assets’ condition by total replacement cost.

Asset Category	Condition					
	0	1	2	3	4	5
Electrical	\$57,000	\$65,908	\$56,996	\$37,268	\$3,784	\$2,000
Furniture	\$0	\$75,321	\$49,166	\$115,927	\$5,563	\$0
Hardscape	\$94,000	\$30,015	\$51,349	\$10,478	\$12,240	\$0
Softscape	\$0	\$406,625	\$43,427	\$89,454	\$0	\$0
Sports Equipment	\$0	\$0	\$56,378	\$24,527	\$8,729	\$0
Structures	\$2,765,000	\$206,924	\$200,298	\$152,389	\$1,277	\$0
Water	\$84	\$0	\$784	\$250	\$0	\$0
Total	\$2,916,084	\$784,793	\$458,399	\$430,293	\$31,593	\$2,000

Table 11: Recreation Assets’ Condition

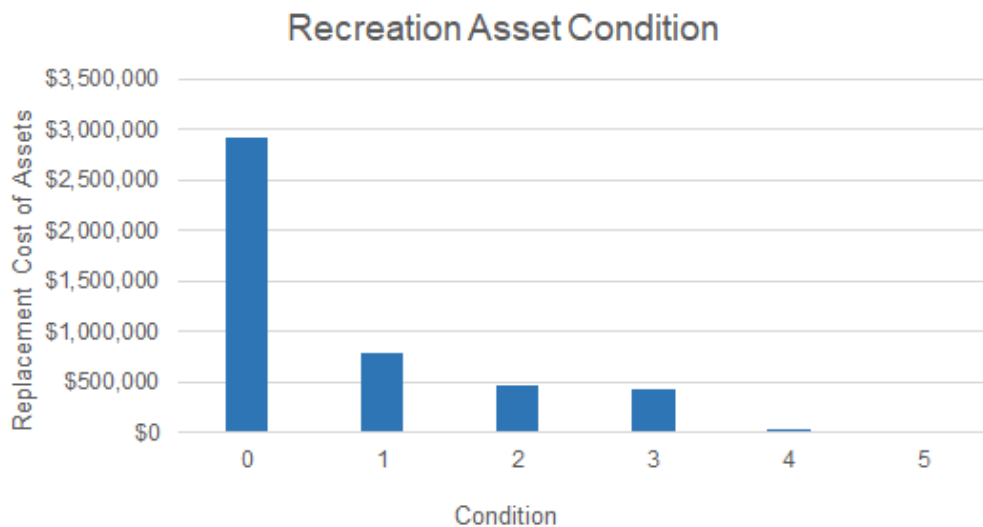


Figure 10: Recreation Assets’ Condition

Valuation

The following section records the current and historical values of recreation assets.

Recreation Assets

Current Replacement Cost

Asset Category	2017
Electrical	\$222,956
Furniture	\$245,977
Hardscape	\$198,083
Softscape	\$539,506
Sports Equipment	\$89,635
Structures	\$3,325,887
Water	\$1,118
Total	\$4,623,162

Table 12: Recreation Assets Current Replacement Cost

Fair Value

Asset Type	2017
Electrical	\$139,235
Furniture	\$171,550
Hardscape	\$103,826
Softscape	\$483,922
Sports Equipment	\$56,730
Structures	\$992,661
Water	\$719
Total	\$1,948,642

Table 13: Recreation Assets Fair Value

Annual Depreciation Expense

Asset Category	2017
Electrical	\$7,488
Furniture	\$11,759
Hardscape	\$4,241
Softscape	\$35,166
Sports Equipment	\$3,888
Structures	\$75,893
Water	\$75
Total	\$138,509

Table 14: Recreation Assets Annual Depreciation Expense

Appendix F – Lifecycle Management Strategies

Background

Lifecycle management encompasses all strategies and practices that the Shire employs to manage recreation assets at the lowest lifecycle cost. This section details all the strategies and practices that are currently employed.

Principles & Definitions

In considering the Shire's asset lifecycle management, the following key principles and definitions must be considered.

Work Category Definitions

The Shire considers the activities it undertakes across six categories as follows.

Activity	Definition
Operation	Continuously required expenditure which enables assets to provide benefits to the community such as utility charges, inspections, cleaning etc.
Maintenance	Regular works to maintain the assets' capability, such as minor repairs, servicing, mowing, painting, crack sealing etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the renewal of an internal wall in a building, renewal of an engine in a grader, resurfacing a road (re-sheeting or resealing) or replacing girders on a bridge.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as the widening of a road, extension of a building, installation of reticulation to a dry park etc.
New Work	The creation of a new asset, in a location where that asset type has not existed before.
Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 15: Activity Categories

Lifecycle Cost Basis

All assets have a lifecycle. This is defined as the time interval that commences with the identification of the need for an asset and ends with the decommissioning of the asset (i.e. disposal but with no replacement). It covers five stages, being conception & design, acquisition/construction, operation & maintenance, renewal and disposal.

Operation & Maintenance Strategy

Background

Often referred to as ‘OPEX’, operational and maintenance expenditure and works is required to ensure the longevity of assets’ lives and the reliability of their services. The Shire’s approach to meeting OPEX needs is a combination of reactive and short term planned strategies. As described in the figure below, the Shire’s strategy to OPEX is:

- = Operational costs typically vary with usage. The Shire broadly works on an annual budget planning cycle (12 months), and seeks funding in-line with previous years’ budgets, with an allowance for at least CPI.
- = Reactive maintenance typically arises from either community requests and/or internal works orders. Works are then scheduled, actioned and completed. Budgeting is based on previous years’ allocations, with an increase of at least CPI.
- = Planned maintenance programmes exist, on an annual budget planning cycle (for the future twelve-month period). Maintenance works are typically identified from either internal staff inspection or by legislative requirements. Budgets are developed based on the programmes and previous years’ expenditure, with an increase of at least CPI. However, the planned maintenance programmes are generally not documented. An improvement action has been listed, to document planned maintenance schedules, with associated budgets, for recreation assets.



Figure 11: Recreation Asset Maintenance Framework

Inspection Manuals

A key aspect of the Shire’s asset operation and maintenance strategy is the proactive identification of asset defects and recording of physical condition, through periodic inspections. These inspections are seen as crucial to help reduce the levels of reactive maintenance and stakeholders’ exposure to risk. At present, the following manuals are employed by the Shire.

Asset	Manual
Recreation	No manual is currently used by the Shire.

Table 16: Asset Inspection Manuals

Staff Resources

The overall management of the Shire's recreation portfolio falls within the responsibility of the Chief Executive Officer. The Finance Manager is responsible for overall accounting control of recreation assets, and the Assets & Works Manager for all works. The Shire is also assisted from time to time by external contractors.

Software Systems

The Shire currently employs the use of the following software systems to manage recreation asset data.

Software	Uses
SynergySoft	SynergySoft is used to record all recreation asset revenue and expenditure, as well as relevant records.
IntraMaps Roam	Roam is used to collect and manage GIS data of parks assets.

Table 17: Asset Management Software Systems

Renewal Strategy

Background

The Shire periodically inspects recreation assets to collect critical inventory and condition information. This information then informs several key outputs (e.g. long term renewal works programmes). There would be benefit in improving and formalising the Shire's renewal strategy to the following example model. This has been listed as an improvement action.

Example Future Renewal Management Model

Condition information can be used to develop models that predict assets' approximate year of renewal. The Shire can then scope and prioritise these renewal projects over the forthcoming period (e.g. 5 years). Further out (e.g. from years 6 onwards), results can help staff to understand the likely amount of renewal expenditure that will be required, even if the exact project details are not yet known. Ultimately, a robust long term (e.g. 15 years) renewal works programme can then be developed, that informs this AMP, and other documents such as the Long Term Financial Plan and Corporate Business Plan.

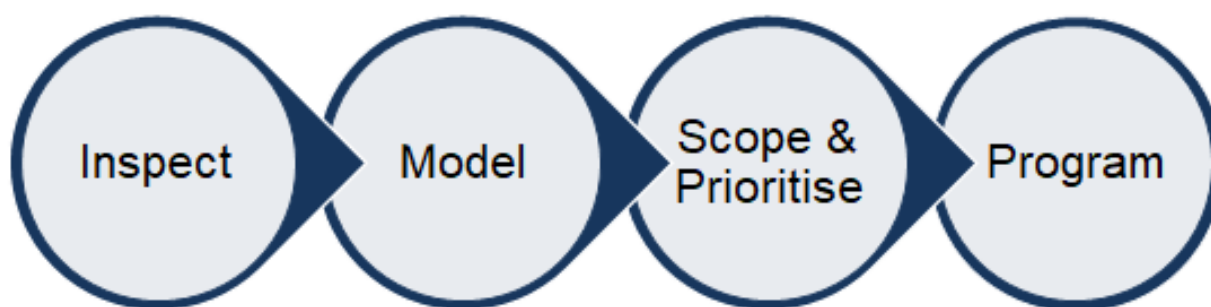


Figure 12: Recreation Asset Renewal Planning Process

Inspections

Portfolio Asset Condition Rating Scale

The Shire condition rates its infrastructure assets to determine their remaining useful life and to prioritise future capital works. By undertaking regular inspections, the Shire can understand at what rate assets are deteriorating and then monitor the effectiveness of maintenance and renewal activities in extending the life of assets. In assessing assets' condition, the Shire applies a 1 to 5 scale, as shown in Table 18.

Grade	Condition	Description
1	Excellent	A new or near new asset, or an asset recently rehabilitated back to new condition, with no visible signs of deterioration. The asset or component will have no drop in level of service.

2	Good	An asset in good overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	Average	An asset in fair overall condition. Deterioration would be obvious and there would be some serviceability loss.
4	Poor	An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising.
5	Very Poor	An asset in poor to unserviceable overall condition. Deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance costs would be high.

Table 18: Condition Rating Measures

Condition Inspection Frequencies

Recreation assets are inspected to the following frequencies.

Asset	Inspection Frequency
Playgrounds	3 monthly cycle
All recreation assets (ex playgrounds)	Ad-hoc

Table 19: Condition Inspection Frequencies

Modelling

By understanding assets' physical condition (or any other performance feature), the Shire can then predict when assets, or their components, may require renewal. Typically, this is achieved by applying total useful lives to different assets or components, and then calculating how long it will take for them to reach a specific trigger. The currently applied renewal triggers are detailed below.

Asset	Action	Triggers
-	-	-

Table 20: Asset Renewal Condition Triggers

Renewal Works Programme

The Shire does not currently maintain a long term capital works programme. The development of a programme has been listed as an improvement action.

Upgrade/New Strategy

Background

The Shire occasionally constructs or acquires upgraded and/or new assets. Expenditure on these assets is often considered as discretionary, and ultimately results in either a new or improved service (e.g. a deeper bore resulting in a higher yield). The following section outlines the Shire's general approach to upgrade and new projects.

Project Prioritisation/Selection Criteria

The need for either upgraded or new assets is typically identified by staff from many potential sources including customer and Council request, strategic plans, poor asset performance and so on. Assets' needs are then investigated by staff to determine their potential scope, benefit and costs. Where determined as being required, a formal report may be given to Council for their consideration and approval.

Approved projects are considered for future funding, however at present are not prioritised collectively, to assess features such as their alignment to the Strategic Community Plan. An improvement task to consider a single common prioritisation framework has been listed.

Upgrade/New Works Programme

The Shire does not currently maintain a long term capital works programme. The development of a programme has been listed as an improvement action.

Disposal Strategy

Background

At the present time the Shire generally does not frequently dispose of recreation assets. Where such a project is identified, then the need and scope is considered by staff and (in some instances) Council.

Disposal Programme

The Shire does not currently maintain a long term capital works programme. The development of a programme has been listed as an improvement action.

Key Assumptions

A number of key assumptions are made in preparing forecasts of required portfolio expenditure. They are that:

- = Recreation assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- = Standards, Acts and Regulations associated with recreation assets will remain essentially the same over the AMP life.
- = Expenditure projections do not allow for inflation.
- = Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- = Renewal programmes have been based primarily on defined works programmes where available. Where not available, programmes are based on either modelling projections, historical cost and/or annual depreciation rates.
- = Upgrade, acquisition/construction and disposal programmes are based on defined works programmes. Where not available, programmes are based on either modelling projections and/or historical cost.
- = Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- = Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

Accuracy of future financial forecasts may be improved in future revisions of this AMP by the following actions.

- = Ensuring that robust inventory and condition data is held on all recreation assets.
- = Preparing valuations for all parks assets.
- = Ensuring that where external valuations are prepared, that they are critically reviewed by staff.
- = Implementing condition based works programming with associated funding requirement projections.
- = Developing recreation operation and maintenance service levels.
- = Developing a long term capital works programme.

Appendix H – Asset Ratios

Background

On an annual basis each WA local government reports seven key performance indicators (KPIs) (available within the Annual Report). Of these, three KPIs reflect the performance of the Shire's assets. These KPIs are useful in determining:

- = the current physical state of the asset portfolio
- = how sufficient past renewal expenditure was
- = whether sufficient future renewal expenditure is being allowed for

Asset Consumption Ratio

The ratio is a measure of the condition of the Shire's physical assets, by comparing their condition based fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-75%. Non-depreciating assets (e.g. land etc.) should be excluded from the calculation.

Depreciated Replacement Cost (Fair Value) of Depreciable Recreation Assets
Current Replacement Cost of Depreciable Recreation Assets

Asset Type	DRC (FV)	CRC	ACR
Electrical	\$139,235	\$222,956	62%
Furniture	\$171,550	\$245,977	70%
Hardscape	\$103,826	\$198,083	52%
Softscape	\$483,922	\$539,506	90%
Sports Equipment	\$56,730	\$89,635	63%
Structures	\$992,661	\$3,325,887	30%
Water	\$719	\$1,118	64%
Total	\$1,948,642	\$4,623,162	42%

Table 21: Recreation Assets Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the recreation asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. three). The ratio has a target band of between 90%-110%.

$$\frac{\text{Recreation Asset Renewal Expenditure}}{\text{Recreation Asset Depreciation}}$$

Asset	2014/15-2016/17 Average	ADE	ASR
All recreation assets	Unknown	\$78,580	-
Total	Unknown	\$78,580	-

Table 22: Recreation Assets Sustainability Ratios

Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 10 year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 10 years in the LTFP, by the net present value of planned renewal expenditure over the next 10 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

$$\frac{\text{NPV of LTFP Planned Renewal Expenditure over the next 10 years}}{\text{NPV of AMP Required Renewal Expenditure over the next 10 years}}$$

Asset	LTFP	AMP	ARFR
All recreation assets	-	-	-
Total	-	-	-

Shire of Dowerin

Transport Asset
Management Plan

Part 2 - Detailed

Appendices

Appendix A – Legislation, Acts, Regulations & Standards.....	3
Appendix B – AMP Stakeholders and Service Levels	8
Appendix C – Transport Demand.....	15
Appendix D – Risk Management Analysis.....	26
Appendix E – Network Physical Parameters	30
Appendix F – Functional Road Hierarchy Criteria	39
Appendix G – Lifecycle Management Strategies.....	41
Appendix H – Financial Model	49
Appendix I – Asset Ratios.....	52

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Appendix A – Legislation, Acts, Regulations & Standards

This section provides details on all legislation, standards, policies and guidelines which should be considered as part of the management practices of the Shire’s transport assets.

Legislation / Standard / Organisation	Requirement / Document
Local Government Act 1995	<p>Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.</p> <p>The Act also provides guidance on the rules around local governments who derive revenue from operations such as non-core business. For example, this would include charges from car parks.</p>
Civil Liability Amendment Act 2003	<p>In 2001, the High Court of Australia abolished the Common Law Rule exempting Highway Authorities from liability for the non-repair of roads (or nonfeasance ‘failure to perform an act’). A level of protection for road authorities from failure to carry out work was subsequently restored under Civil Liability Amendment Act 2003. Under subsection (2) of section 5Z of Part 1C of the Civil Liability Amendment Act 2003;</p> <p><i>“...a roads authority is not liable in proceedings to which this Part applies for harm arising from a failure of the authority to carry out work, unless at the time of failure the authority had actual knowledge of the particular risk that caused the harm.”</i></p>
Environmental Protection Act 1986	<p>The Act’s key objective is to simply protect the environment of the State and sets out a host of regulations and requirements to achieve its goal.</p> <p>Requires permit and flora survey prior to vegetation removal, relates to the prevention of pollution - either to land air or water. Defines two types of harm - material environmental harm or serious environmental harm.</p>
Environment Protection Act (unauthorised discharges) Regulations 2004	States that pesticide cannot be discharged into the environment.
Aboriginal Heritage Act 1972	Regulations and requirements that the Shire must comply with relating to aboriginal heritage.

Aboriginal Heritage Regulations 1974	Preservation of the community places and objects used by traditional owners.
Native Title Act 1999	Regulations and requirements that the Shire must comply with in relation to the use of land.
Land Administration Act 1997	Parameters for control and vesting of road reserves.
Dangerous Goods Safety Act 2004	Relates to the safe storage, handling and transport of dangerous goods.
Poisons Act 1964	Regulates the possession and use of poisons.
Health Act 1911	Relates to the handling and disposal of hazardous materials.
Wildlife Conservation Act 1950	Provides for the conservation and protection of native flora and fauna.
Health (Pesticides) Regulations 1956	Regulates the possession and use of pesticides.
Road Traffic Act 1974	The Road Traffic Act 1974 covers several key areas relevant to Local Authorities. Section 81 gives Local Authorities the power to effect road closures, both temporary and permanent. Sections 84 and 85 empower LA's to recover costs for certain damages to road reserve assets from the owner of the vehicle found to cause the damage. Other sections also set out the regulations for unauthorised parking and vehicles types, requirements and uses on roads.
Main Roads Act 1930	The Main Roads Act 1930 set out the framework by which Main Roads and the Commissioner operate and the regulations and requirements that the Shire must comply with in relation to use of roads. The Act focuses heavily on the function of Main Roads but also links with several key areas of Local Government. The act sets out Main Roads right of delegation of power to Local Government, ability to proclaim roads highways and main roads and power to make relevant regulations. MRWA must also consult relevant LG bodies prior to the improvement of any roads. Local Government must also comply with information requests from MRWA.
Dividing Fences Act	Local government exempt from 50/50 contribution for dividing fences abutting public open space.
Occupational Health and Safety Act 1984	The Occupational Health and Safety Act is concerned with protecting the safety, health and welfare of people engaged in work or employment. Full consideration and application of

	the Act should be given in order to identify, manage and reduce or mitigate the risk of harm to the Shire's employees.
OSH Regulations 1996	The guidelines for employees and employers to undertake within the work environment
Disability Discrimination Act 1992	<p>The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.</p> <p>Disability discrimination happens when people with a disability are treated less fairly than people without a disability. Disability discrimination also occurs when people are treated less fairly because they are relatives, friends, carers, co-workers or associates of a person with a disability.</p>
Disability Services Act 1993	An Act for the establishment of the Disability Services Commission and the Ministerial Advisory Council on Disability, for the furtherance of principles applicable to people with disabilities, for the funding and provision of services to such people that meet certain objectives, for the resolution of complaints by such people, and for related purposes.
Disability Services Regulations 2004	Current amendments to Disability Services Act (1993)
Disability Standards for Accessible Public Transport 2002	<p>The Disability Standards for Accessible Public Transport 2002 set out the minimum accessibility requirements that providers and operators of public transport must comply with, as well as ensuring that access to transport is consistently improved. The transport standards recognise that access to public transport enables people with disabilities, their families and their carers to fully participate in community life and also benefits many older Australians and parents with infants in prams.</p>
AustRoads Guidelines	<ul style="list-style-type: none"> = Guidelines include (but are not limited to): = Guide to Road Design – Part 4A: Unsignalised and signalised intersections = Guide to Road Safety – Part 8: Treatment of Crash Locations = Guide to Road Transport Planning

	<ul style="list-style-type: none"> = Guide to Traffic Management – Part 12: Traffic Impacts of Development = Guideline for Freight Routes in Urban and Rural Areas = Revision of Guide to Traffic Engineering Practice – Part 8: Traffic Control Devices
WA Department of Planning	Liveable Neighbourhoods Edition 2 – Sustainable Cities Initiative
Institute of Public Works Engineering Australia	Local Government Guidelines for Subdivisional Development - Edition 2
Main Roads WA	<ul style="list-style-type: none"> = Traffic Management for Works on Roads – Code of Practice = Standard Contract Drawings = Guideline Drawings = Presentation Drawings = Geometric Design = Roundabouts = Temporary Alignments in Urban Areas = Driveways/Crossovers
Accounting Standards	<ul style="list-style-type: none"> = AASB 5 Non-Current Assets Held for Sale and Discontinued Operations = AASB 13 Fair Value Measurement = AASB 116 Property, Plant and Equipment = AASB 118 Revenue = AASB 119 Employee Benefits = AASB 136 Impairment of Assets = AASB 138 Intangible Assets = AASB 140 Investment Property = AASB 1051 Land Under Roads
Other Standards and Regulations	<p>Other relevant documents include, but are not limited to:</p> <ul style="list-style-type: none"> = AS/NZS 4360: 2004 – Risk Management = ISO 31000 – Risk Management = ISO 55000 – Asset Management = All other relevant State and Federal Acts & Regulations = All Local Laws and relevant policies of the organisation
Shire of Dowerin Policies	<ul style="list-style-type: none"> = Risk Management = Purchasing = Occupational Safety, Health & Well Being

	<ul style="list-style-type: none">= Asset Management= Road Network Supplies from Landowners in Exchange for Work= Residential and Commercial Standard Crossing (Crossover)
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Table 1: Legislative Requirements, Standards, Policies and Guidelines

Appendix B – AMP Stakeholders and Service Levels

AMP Stakeholders

Analysis of the Shire’s transport network revealed that there are seven major stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders (e.g. Main Roads WA), they have not been specifically considered by this AMP.

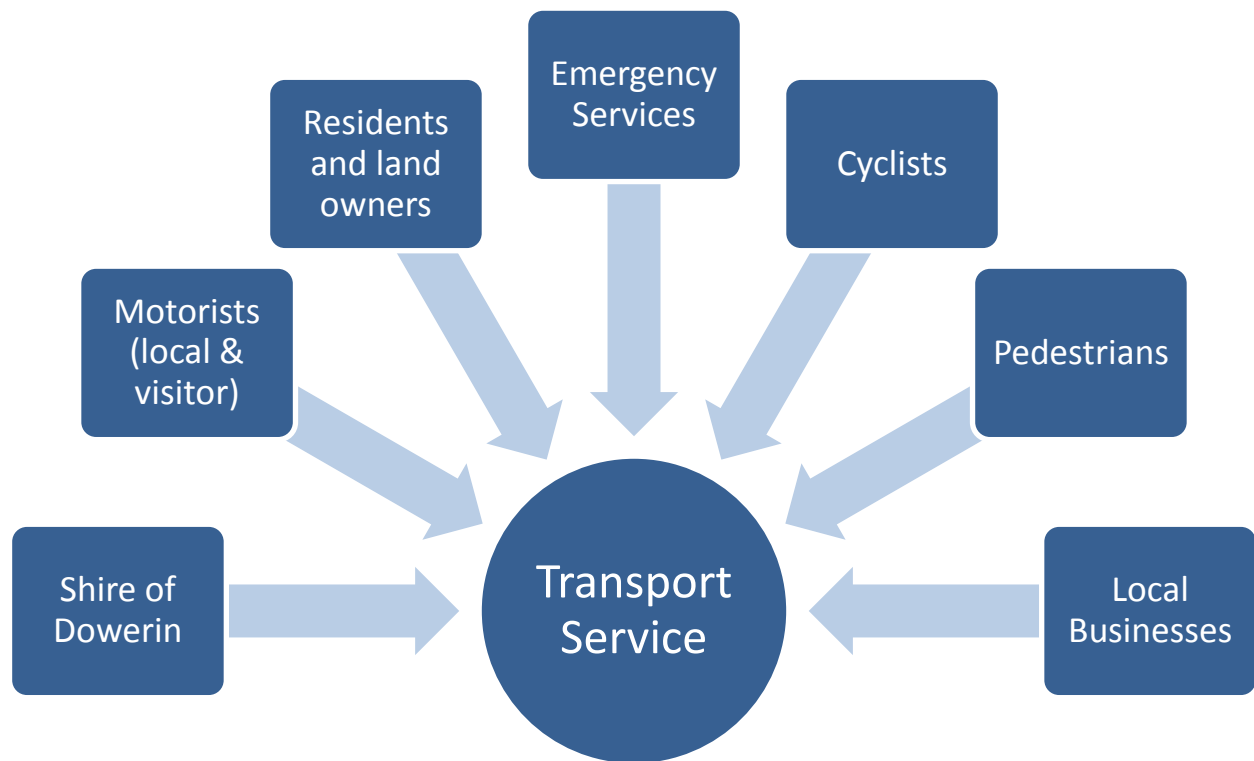


Figure 1: Transport Network Stakeholders

Process for Developing Potential Service Levels

In developing the service levels for the Transport Network, the Shire has generally applied the framework as set out in the IIMM. The process broadly applies five steps, being:

- = Identify service attributes important to customers
- = Define the customer service levels the Shire delivers
- = Develop performance measures
- = Consult with customers
- = Make service level based decisions

Strategic Community Plan Drivers

In addition to considering the needs and wants of different stakeholder groups, the SCP was also reviewed to identify objectives of relevance. The following table outlines those that may influence this AMP’s service levels.

Objective	Outcome	Action
Our Infrastructure	Infrastructure is fit for purpose, responsibly managed and maintained.	Develop a comprehensive asset management plan that prioritizes assets and details a replacement/maintenance schedule that aligns to community need (e.g. investigations of options for refurbishment and renewal or relocation of the swimming pool, toilet in the park, etc.).
Our Leaders	Through effective planning, service delivery meets community needs and assets are managed to optimize use and minimize life cycle costs.	Develop an asset management plan and long term financial plan consistent with identified community priorities for asset renewal and service delivery.

Table 2: Strategic Community Plan Strategies Aligned to the Transport Network

Consideration of the objectives listed above, shows that aside from the AMP documents, there are no specific transport service attributes that are required by the Strategic Community Plan.

Stakeholder Key Service Attributes

Each of the key stakeholders were considered as to what they value and expect from the transport network. These needs and wants were captured and have been presented in the table below. Those considered of high importance (frequently occurring) and those which are needed (must haves), were then chosen to form the basis of the AMP's Service Levels.

Stakeholder	Specific Needs/Wants	Need or Want?	Service Attribute
Shire (Council & Staff)	Infrastructure managed to meet all applicable statutory regulations	Need	Compliance
	Infrastructure managed in a financially sustainable manner	Need	Financial Sustainability
	Infrastructure managed in an environmentally sustainable manner	Want	Environmental Sustainability
	Infrastructure maintained so as to minimise the Shire's and users' risk exposure	Want	Safety
	Infrastructure is accessible to all legal users	Want	Accessibility
	Infrastructure is provided in a financially efficient manner	Want	Financial Efficiency
	Users are satisfied with the Transport Network	Want	Stakeholder Satisfaction
Motorists	Transport network is accessible (i.e. I can go where I want)	Want	Accessibility
	Transport network is available (i.e. it's open for use)	Want	Availability
	Transport network is efficient so as to minimise users' travel time	Want	Travel Time Efficiency
	Transport network is of a good quality	Want	Quality
	Transport network is provided at a low cost	Want	Financial Efficiency
	Transport network is safe	Want	Safety
	Infrastructure managed in a financially sustainable manner	Want	Financial Sustainability

	Infrastructure managed in an environmentally sustainable manner	Want	Environmental Sustainability
Residents & Landowners	Infrastructure adds to the aesthetic appeal of the Shire	Want	Aesthetics
	Transport network is accessible (i.e. it goes to my property)	Want	Accessibility
	That consultation occurs on major transport infrastructure projects	Want	Consultation
	Infrastructure managed in a financially sustainable manner	Want	Financial Sustainability
	Infrastructure is well maintained and to a high standard	Want	Quality
	Transport network is provided at a low cost	Want	Financial Efficiency
	Infrastructure maintained in a safe condition so as to minimise the Shire's and users' risk exposure	Want	Safety
Emergency Services	Transport network is accessible (i.e. it goes where we need it to)	Need	Accessibility
	Transport network is available (i.e. its open for use)	Need	Availability
	Transport network is of a good quality (e.g. good condition so as not to hinder response times)	Want	Quality
	Transport network is safe	Want	Safety
Cyclists	Transport network is accessible (i.e. it goes where I want)	Want	Accessibility
	Transport network is available (i.e. its open for use)	Want	Availability
	Transport network is of a good quality	Want	Quality
	Transport network is provided at a low cost	Want	Financial Efficiency
	Transport network is safe	Want	Safety
	Infrastructure managed in a financially sustainable manner	Want	Financial Sustainability
	Infrastructure managed in an environmentally sustainable manner	Want	Environmental Sustainability

Pedestrians	Transport network is accessible (i.e. it goes where I want)	Want	Accessibility
	Transport network is available (i.e. its open for use)	Want	Availability
	Transport network is of a good quality	Want	Quality
	Transport network is provided at a low cost	Want	Financial Efficiency
	Transport network is safe	Want	Safety
	Infrastructure managed in a financially sustainable manner	Want	Financial Sustainability
	Infrastructure managed in an environmentally sustainable manner	Want	Environmental Sustainability
	Infrastructure meets applicable standards and regulations for impaired users (e.g. tactile markings)	Need	Compliance
Local Businesses	Transport network is accessible (including parking)	Want	Accessibility
	Transport network is available	Want	Availability
	Infrastructure is well maintained and to a high standard	Want	Quality
	Infrastructure adds to the aesthetic appeal of Shire	Want	Aesthetics

Table 3: Stakeholder Service Levels

The following service attributes are either frequently occurring and/or needed. As such, they are considered for potential Service Levels.

- = Accessibility – Frequency: 7 and Needed
- = Availability – Frequency: 5 and Needed
- = Financial Sustainability – Frequency: 5 and Needed
- = Compliance – Frequency: 2 and Needed
- = Quality – Frequency: 6
- = Safety – Frequency: 6

Service Level Targets and Performance

By considering the potential service attributes from the SCP and stakeholder key service attributes, a total of seven KPIs have been selected. The following table outlines the KPIs used to monitor performance delivery.

KPI	Driver	Level of Service	Asset Group	Performance Measure	Target	Current	Data Confidence
Accessibility	Stakeholder attributes	Network accessible to all users	Roads	Percentage of properties within the Shire that have access to a road reserve.	TBC	TBC	-
			Paths & Car Parks	Percentage of path segments and car parks that comply with Disability and Discrimination Act requirements.	TBC	TBC	-
Availability	Stakeholder attributes	Availability of travel options.	All	Percentage of users satisfied with the availability of travel options within the transport network.	TBC	TBC	-
Compliance	Stakeholder attributes	Transport network is managed to at least meet statutory obligations.	All	Number of identified occurrences each year where any asset within the network, or its management, has been non-compliant.	TBC	TBC	-
Financial Sustainability	Stakeholder attributes	Transport network is financially sustainable.	All	Percentage of AMP sustainability ratio KPIs within target.	TBC	0%	Low
Quality	Stakeholder attributes	Transport network is maintained at, or above, an appropriate physical condition.	All	Percentage of transport assets above a condition rating of 4, on a 1 (excellent) to 5 (very poor) scale.	TBC	100%	Low

KPI	Driver	Level of Service	Asset Group	Performance Measure	Target	Current	Data Confidence
Safety	Stakeholder attributes	Ensure effective management of risks to health in accordance with relevant legislation and community needs.	Roads & Paths	Percentage of sites investigated with 2 or more recorded crashes/accidents over the previous 5 years.	TBC	TBC	-

Table 4: Service Level Targets and Performance

Appendix C – Transport Demand

Background

Council’s fundamental role is to provide services to its community and stakeholders. These services are often underpinned by assets. Predicting future demand for services (e.g. transport) is important to ensure that the appropriate assets are provided and maintained.

This section of the AMP looks broadly at both historical and future levels of transport demand. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct.

Historic Transport Demand

To ascertain broad historical influences on transport asset demand, a range of different demand sources have been considered, as follows.

Motor Vehicle Ownership

Analysis of the ABS census data from 2001 to 2016 shows that between these years, there has been a decrease in vehicle ownership from 300 to 258 households (Figure 2). This represents a decrease of just under -1% per annum and may indicate a decreasing amount of road usage.

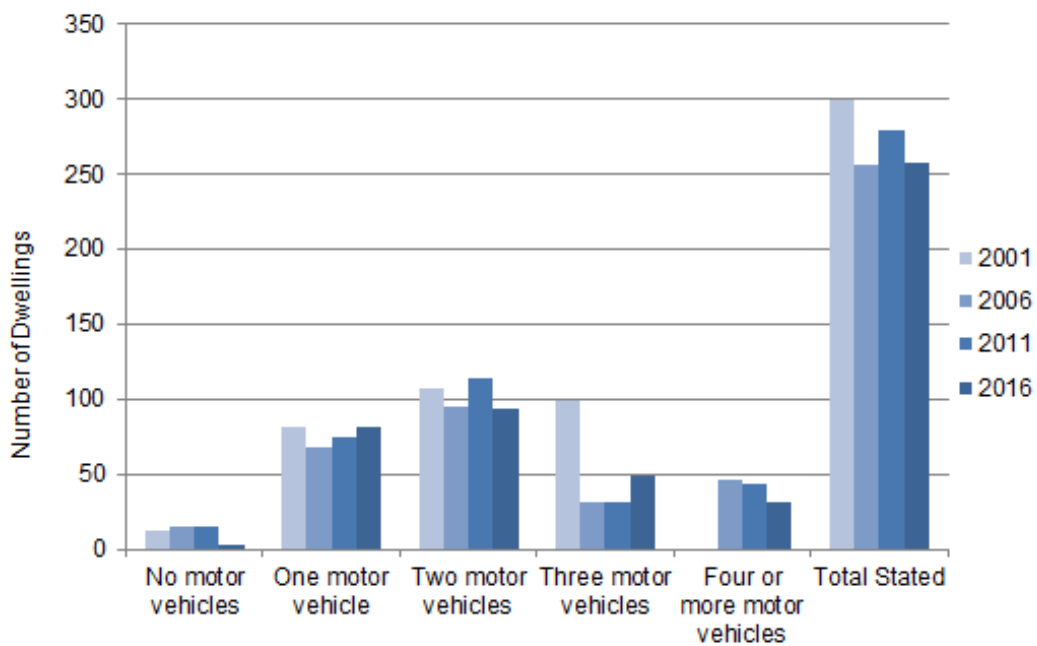


Figure 2: Dwellings with Registered Motor Vehicles (Source: ABS 2017)

Travel Modes to Work

Between 2001 and 2016, the total number of residents travelling to work decreased by -53, or -21%. Of all modes of travel, using a car as driver was the most popular mode of transport. 66% of all trips to work were undertaken using this mode. Working at home (a non-travel category) and walking were the second and third most popular. All recorded categories experienced either neutral or negative changes. Demand for non-road transport modes seems to have been fairly low overall.

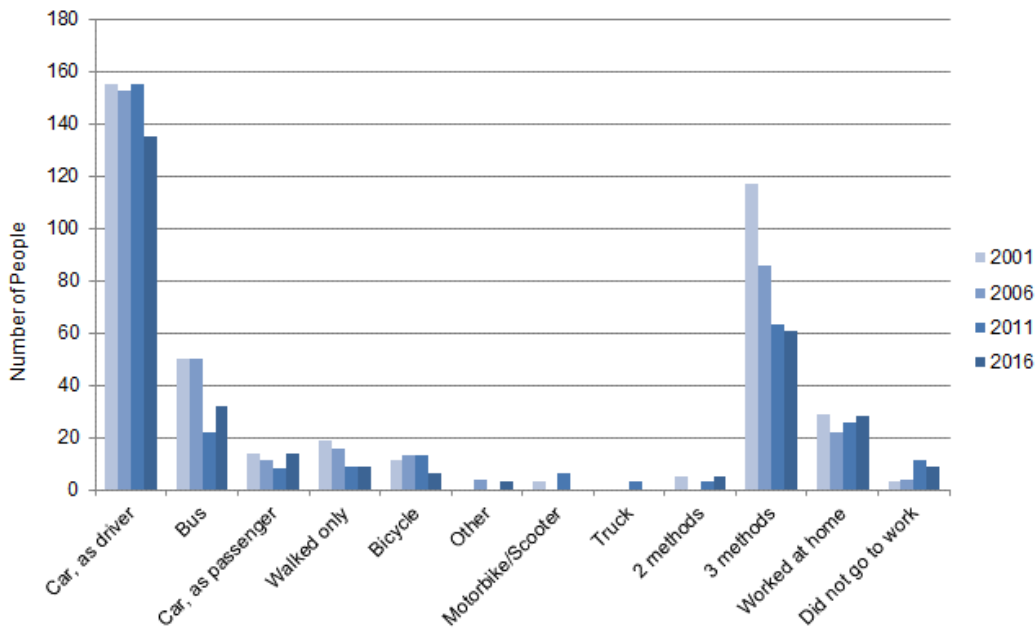


Figure 3: Travel Mode to Work (Source: ABS 2017)

Population & Demographic Change

When the overall population of the Shire (Figure 4) between 2001 and 2016 is considered, the number of recorded people at census night has fallen from 786 to 702. This decrease of -11% naturally suggests that demand for transport services would have also fallen.

Over the same timeframe, the median age has increased from 35 to 43. This may have resulted in service demand change too. For example, the number of residents aged 80 years and over increased from 19 to 29 (with a peak of 38 in 2011). Members of this age group may be more reliant on walking and mobility devices. Therefore demand for safer paths may now be higher.

It should be noted that between the 2011 and 2016 the recorded population actually grew from 682 to 702. The median age also only increase from 42 to 43. While these changes are modest, they should be monitored to see whether the long term declining/aging trend is changing.

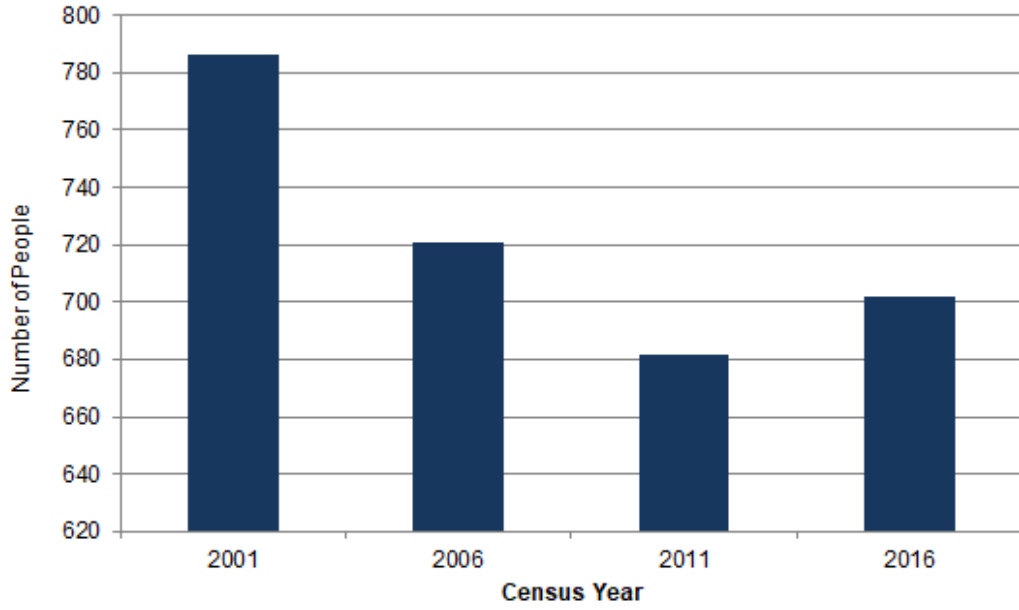


Figure 4: ABS Population – Shire of Dowerin 2001-2016

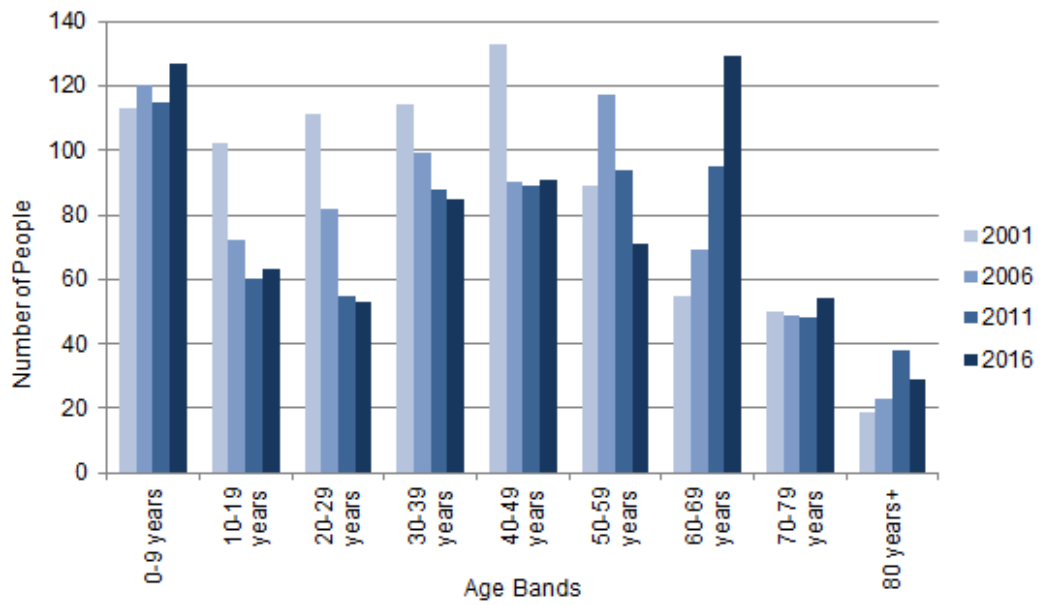


Figure 5: ABS Demographics – Shire of Dowerin 2001-2016

Recreation Participation Change

The ABS Participation in Sport and Physical Recreation Survey was last conducted in 2013-14. Within Australia, walking for exercise remained the most popular activity over time with a participation rate of 19.2%. The second and third most popular activities were fitness/gym (17.4%) and jogging/running (7.4%) respectively. Ensuring that the Shire provides a quality path network upon which people can walk is therefore of a high importance.

Tourist & Visitor Numbers Change

Outside of immediate local demand, there may be potential demand from visitors to the Shire, whether day trippers or tourists. Figures from Tourism WA show that over the past five years, the estimated number of visitors to/within WA have risen from 22.0million in 2012/13 to 30.5million in 2016/17. Figures show that 7% of these visitors go to ‘golden outback’ region, within which the Shire sits. As such, the historic growth in tourist numbers may have increased transport demand within the Shire.

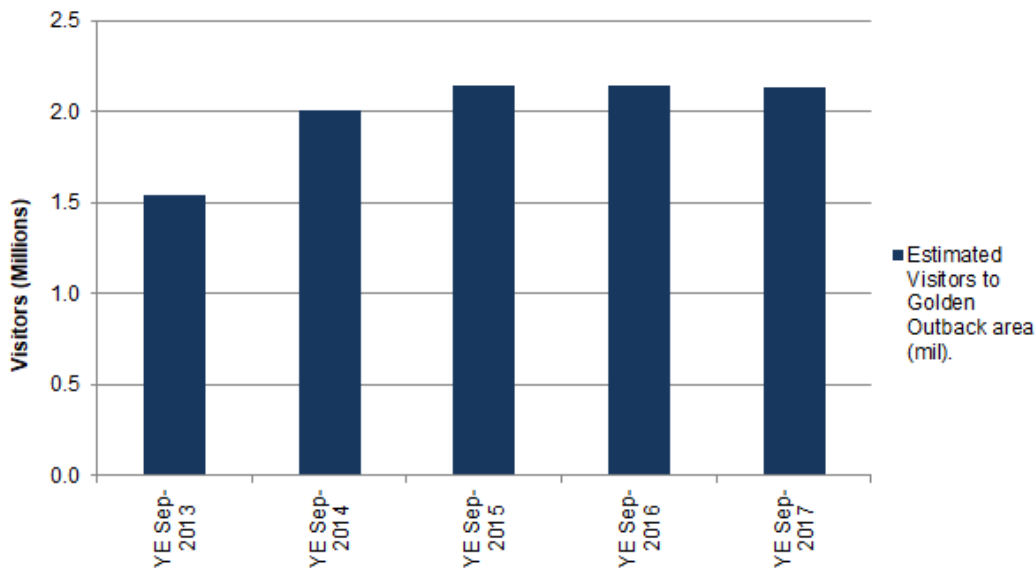


Figure 6: Estimated Golden Outback Visitors (Source: Tourism WA July 2017)

Rainfall Change

Consideration of historical annual rainfall may provide an indication of climate change and how frequently water may be flowing through transport assets such as drainage. Figure 7 shows the annual total rainfall at Dowerin from 1904 to 2016. It can be seen from the trend line that annual rainfall levels are generally falling, from approximately 390mm to 340mm. As such, annual rainfall may be reducing the demand of certain transport assets. However, further investigation into ‘peak storm events’ may also be required to see if these are becoming more frequent and/or intense.

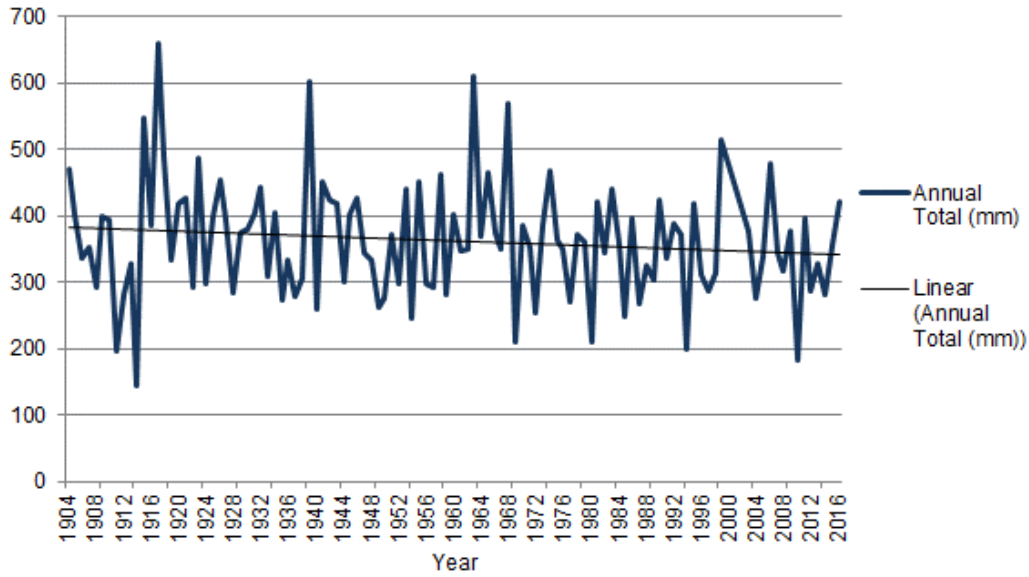


Figure 7: Dowerin Weather Station Historical Annual Rainfall

Temperature Change

A review of the annual mean maximum temperatures shows that between 1967 and 2016, there has been an increase from about 33.5 degrees to 36.8 degrees. This change demonstrates that the environment is experiencing hotter temperatures. Over time, this change may affect a number of transport assets, and their likely achievable maximum lives. If this occurs, then whole of life costs may increase, resulting in additional budgetary demands.

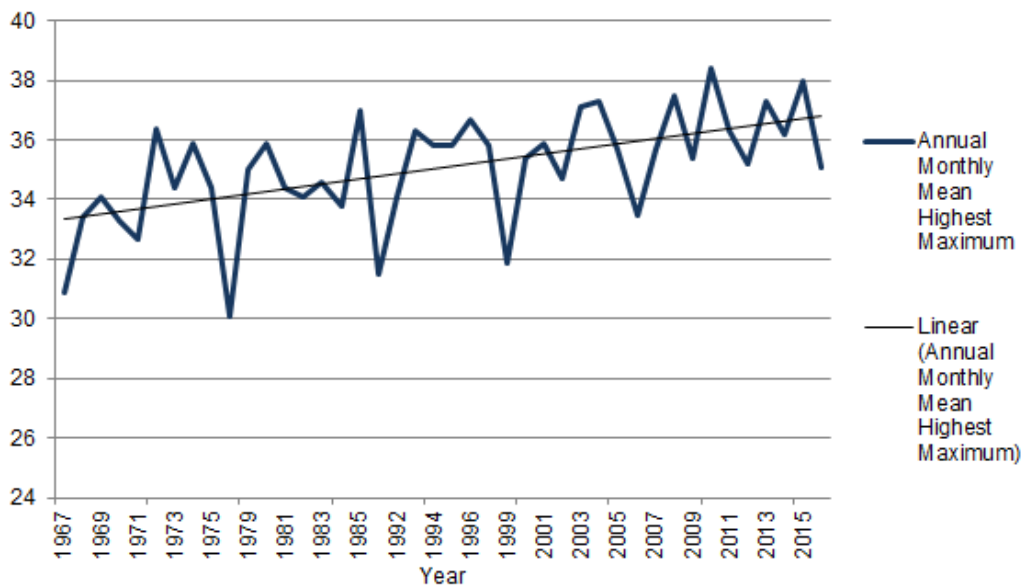


Figure 8: Goomalling Weather Station Historical Annual Monthly Mean Highest Maximum Temperature

Future Demand Drivers

In order to identify future demand pressures on the transport network (both positive and negative), six driver categories have been considered. These drivers may influence actual usage levels, as well as possibly requiring future resources to meet specific service needs or goals. Each of these demand drivers are discussed below and their effect summarised. The exact effects of many of these drivers are difficult to quantify and may also require further study and research.

Political Demand

Integrated Planning & Reporting and Fair Value

The introduction of the IPRF to WA local governments, as well as the requirement of fair value accounting standards, has meant that there is demand for stronger asset and financial management practices. These requirements are most likely to remain in place over the life of this AMP. As such, the Shire will need to continue to resource associated activities such as asset management planning.

Council Policy and Strategies

Council policy and strategy changes can influence demand. A good example of this is whereby Council opts to provide different service levels (higher or lower) than that which is currently provided. The introduction of more formal asset and financial practices will in theory provide Council with greater ability to balance required services, their quality and their respective costs. The key outcome of this is that the long term sustainability of services underpinned by assets can be ensured. However, to reach such an informed point will require further improvements to the Shire's asset management practices.

Changes to Grant Schemes

A significant portion of the Shire's annual transport budget is derived from state and federal grant scheme funding. All schemes are naturally finite and therefore subject to renewal and amendment over time. With both federal and state budgets currently being under pressure, it may be likely that non municipal income sources will at best be maintained and at worse decrease over the life of this AMP. This may mean that the transport portfolio increasingly requires proportionally more resources from municipal sources (e.g. rates).

Structural Reform

In recent years, the WA local government sector has been engaged in a number of state government driven reform initiatives. This included the now ceased amalgamation programme, and the introduction of the IPRF. At present, the state government is continuing with this reform, with the next major initiatives scheduled being the Auditor General taking over responsibility for local government audits from 1 July 2018, as well as the review of the Local Government Act. At present, the exact effects of these changes upon the transport service is unclear.

Change Effect: Increased demand to improve internal asset management practices to reach a desired future level of proficiency. Possible increased demand for additional municipal resources as a result of decreasing external grant funding.

Economic Demand

Energy Costs and Availability

The vehicles that use the Shire's transport network are dependent on energy. Therefore a direct link between energy availability, cost and network use exists. Focusing on just fuel price and availability, Australian Institute of Petroleum data shows that in recent years Australian petrol and diesel prices have remained fairly stable. In fact, Australia has among the lowest petrol prices of all OECD countries. Longer term, while it is very difficult to predict future fuel prices, industry commentary suggests that the mass introduction of electric vehicles will limit future petrol and diesel prices. At the same time, the cost of electric vehicles will decrease. As a result, the overall costs of transportation may not be a significant influencer of service demand.

Material Costs and Availability

The Bureau of Infrastructure, Transport and Regional Economics (BITRE) provides economic analysis, research and statistics on infrastructure, transport and regional development issues. Amongst the range of publications it produces, BITRE releases a road construction and maintenance price index (RCMPI). Whilst the index doesn't measure the prices at which services and products are sold, it does measure price changes in the inputs in road construction and maintenance in Australia.

The February 2017 update shows that while there was a fall in the index from 2012-13 to 2015-16, the long term outlook is for a period of faster growth from 2017-18, followed by growth matching inflation in the 2020s. The net result of this is that road network costs will have to at least increase by inflation to ensure current service levels are maintained.

Council Financial Sustainability

In recent years there has been a moderate level of publicity and investigation into the long term sustainability of WA local governments. A key introduced initiative has been the publication of a number of asset sustainability ratios. These are published in the Shire's Annual Report and also through the mycouncil.wa.gov.au website. A review of the MyCouncil ratios shows that two of the three asset focussed ones have consistently been at or above target bands. However recently one has not been calculated (asset renewal ratio), and one (asset consumption ratio) seems too high to be accurate. As such, it is not really clear as to whether the Shire's assets are or are not currently financially sustainable.

Change Effect: The long term outlook is for transport maintenance costs to at least match inflation increases. While road fleets will progressively move to electrical power, the overall cost of motoring is unlikely to significantly change. The long term financial sustainability of the transport network requires further analysis.

Social Demand

Population

Western Australia Tomorrow is a set of forecasts representing the best estimate of Western Australia's future population size based on current fertility, mortality and migration trends. These trend forecasts are used to identify potential preferred future scenarios that can be built upon; as well as less favourable possibilities for which mitigating action can be taken. The forecast contains a Shire population forecast spanning from 2011 until 2026. The forecast contains 5 bands of population, with A being the most pessimistic and E the most optimistic. The results are shown in Table 5.

Year	Band A	Band B	Band C	Band D	Band E
2011	700	700	700	700	700
2016	620	670	710	740	800
2021	570	640	690	730	820
2026	530	610	680	740	830
Change	-170 (24%)	-90 (13%)	-20 (3%)	+40 (6%)	+130 (19%)

Table 5: Population Forecasts by Bands

When the census results are considered, it shows that the Shire's population is falling at approximately -0.7% per annum (15 year rolling average), being broadly in line with Band B. This suggests that by 2026, the Shire's population may have contracted to 610 people. This would mean that demand for transport services would also fall. However, it should be noted that the population actually increased between 2011 and 2016. As such, the projections above may have a low confidence level.

Demographics

Historical census data showed that the Shire's median age rose from 35 in 2001 to 43 in 2016. With it likely that this trend will continue into the future, there will naturally be some change in service demand. In particular, older people may become increasingly more dependent on path assets, as they move away from vehicular transport options. At the same time, this group are more at risk of harm when assets are not well maintained. To meet this service change, the Shire may need to ensure that the town site has a robust path network, and that effective defect identification and correction processes are in place to reduce users' exposure to risk and harm (e.g. from path trip hazards).

Travel to Work

Historical data showed that the number of people travelling to work has consistently fallen between censuses. However, the modes of travel have generally not changed, with car use (as driver) by far the primary mode. Looking forward, no significant changes due to this driver have been identified.

Tourism

With past figures demonstrating a plateauing of visitor numbers to the 'golden outback' area of WA, service demand change seems to be currently neutral. Increasing tourism within WA seems to be a key commitment of the state government. Furthermore, the Shire's own Strategic Community Plan commits to developing tourism, in support of local economic growth. As a result, while the change in service demand is likely to be small, there may be a need to further develop specific transport assets that will result in an enhanced experience for tourists (e.g. signage & information, RV parking areas etc.),

Change Effect: Pressure to ensure the quality of path infrastructure as a result of higher median ages. No likely service change due to travel to work modes. Possible need to invest in transport assets that support tourism growth.

Technological Demand

Road Construction Technology

Although road pavement and seal construction technology is constantly evolving and improving, given the comparatively long life of typical WA roads, it is not thought that significant demand trends exist from road construction technology over the life of this AMP.

Data Management Systems

With the Shire's subscription to the RAMM software products, there is scope to improve long term pavement management efficiency, through enhanced functions such as works programming. Furthermore, developments in condition monitoring technologies such as automated assessment, may also appear within the timeframe of this AMP. The main outcome of these technologies is that the Shire will be able to monitor its transport assets' performance and condition to a more accurate level. This will ensure that consistent levels of service are provided at a more efficient cost. However, a clearer strategy on the Shire's application of these technologies is needed. This has been listed as an improvement action.

Material Recycling/Reuse

Technology currently exists whereby once at the end of their life, many transport assets' materials can be reused. While levels of waste material are thought to currently be low, there would be merit in developing a simple set of guidelines that would help staff to plan for material reuse or recycling of materials. This has been listed as an improvement action.

Electric Vehicles

Globally, the manufacture of electric vehicles has gained momentum in recent years, although still remains a long way off conventional vehicle sales. Within Australia however, the uptake of the technology has been noticeably slower. Some of the constraints to sales includes pricing and access to recharge points. Nonetheless, progress is being made, as demonstrated by launch of the nation's first electric highway by the RAC across the southwest of WA.

Looking forward over the life of this AMP, there may be future demand for the Shire to provide, or at least facilitate the creation of, electric recharge points for vehicles. Further investigation is required in order to scope the limits of such a project and it has been listed as an improvement action.

Change Effect: Opportunity exists to manage and maintain the transport network more efficiently and sustainably through the use of software solutions. Opportunity also exists to plan for the future reuse and/or recycling of waste materials. Investigation is required into the provision and timing of electric vehicle recharge points.

Legal Demand

Litigation

Evidence from the Shire's insurer shows that across WA, there is a frequent occurrence of claims related to transport assets, although the majority invariably involve minor claim values. A large percentage of claims typically arise from incidents on path networks. Regardless of the outcomes of these claims, the Shire has a duty of care to users of all transport assets and as such, is committed to progressing practices that not only limit its own liability, but seek to remove the potential for accidents to occur and hence protect users. The Shire has some informal practices to 'identify and fix' maintenance programmes, however generally there is room for improvement and greater formalisation.

Change Effect: Benefits (e.g. stronger risk mitigation) may be realised through improving the Shire's formal defect identification and correction practices.

Environmental Demand

Environmental Awareness

In recent years, the community's awareness of environmental issues, including climate change, has resulted in some change to habits and broader government legislation. It is likely that over the term of this AMP that infrastructure managers will have to ensure that assets are maintained at increasingly environmentally sustainable levels. This will include:

- = Questioning whether assets are required
- = Ensuring that maximum life is obtained from assets
- = That construction and maintenance techniques reduce and avoid the use of virgin materials wherever possible

The result of the above initiatives will be that over time, the Shire should ideally be able to demonstrate that the environmental cost of the transport network is progressively reduced. An improvement action to review the current sustainability of the network has been listed in order to identify long term initiatives.

Rainfall and Temperature Changes

Historical evidence suggest that local climate change has occurred, with increasing maximum mean temperatures and falling annual rainfalls. Regardless of cause, if this trend were to continue into the future, then the Shire may experience some demand changes to its transport infrastructure, this includes:

- = Increasing temperatures will likely reduce the achievable lives of many assets. For example, higher temperatures may cause road bitumen to soften and thus increase the chance of premature failure. As a result, the whole of life costs for some assets will increase.
- = Falling demand of/for drainage infrastructure as rainfalls continue to decline. However, further investigation is required to determine whether storm events will become more intense, when they do occur.

Change Effect: Increased demand for clearer decision making around asset need. Increased demand for more environmentally sustainable construction and maintenance practices. Increased need to understand future rainfall events and maximum temperatures and allow for shorter asset lives and higher costs.

Appendix D – Risk Management Analysis

This appendix details the desktop risk analysis undertaken on the management of the Transport Network. The risk analysis has considered ISO 31000 (Risk Management).

Risk Context

The risk analysis applies only to the management activities undertaken on the transport network. It does not seek to identify physical risks on the network. The following statement defines what an ‘acceptable’ level of risk is with regards to transport infrastructure.

Through risk management, the Shire of Dowerin aims to:

- = Protect the quality of the transport network
- = Protect users of transport assets
- = Protect the Shire’s assets and public image
- = Reduce the Shire’s exposure to risk
- = Promote effective financial and asset management practices

This will be achieved through:

- = Identifying, decreasing the likelihood, and mitigating the consequences of risk, within the constraints of sensible commercial objectives and practices
- = Applying risk based practices to the management of transport assets and associated decision making
- = Maintaining safe and reliable plant, equipment and infrastructure
- = Preparing appropriate contingencies
- = Reviewing the risk profile of the transport network at appropriate intervals and when circumstances dictate
- = Maintaining an up to date Transport AMP

Risk Criteria

The following criteria have been applied as part of the risk analysis.

Risk Matrix

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Likelihood Scale

Level	Likelihood Scale		
	Descriptor	Indicative Frequency	Probability
5	The event is expected to occur in most circumstances	More than once per year	> 90% chance of occurring
4	The event will probably occur in most circumstances	At least once per year	60% - 90% chance of occurring
3	The event should occur at some time	At least once in 3 years	40% - 60% chance of occurring
2	The event could occur at some time	At least once in 10 years	10% - 40% chance of occurring
1	The event may only occur in exceptional circumstances	Less than once in 15 years	< 10% chance of occurring

Consequence Scale

Severity Level	Consequence Types						
	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment
5	Fatality, permanent disability	More than \$500,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, widespread loss of community trust, high widespread multiple media profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact
4	Lost time injury (>5 days)	\$50,001 - \$500,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, widespread high impact on community trust, high media profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
3	Medical type injuries	\$10,001 - \$50,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact on community trust or moderate media profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
2	First aid injuries	\$1,001 - \$10,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non-compliances	Substantiated, localised impact on community trust or low media item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
1	Negligible injuries	Less than \$1,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, localised low impact on community trust, low profile or no media item	Inconsequential or no damage.	Contained, reversible impact managed by on site response

Risk Analysis

Asset: Transport Network		Compiled by: Ben Symmons (AIM)					Date: 28-Mar-18					
Date of risk review:		Reviewed by:					Date:					
Reference	The Risk	Event (what can happen)	Cause (how this can happen)	Consequence (What can happen)	Existing controls	Effectiveness of existing controls	Analysis (1 (Low) - 5 (High))			Risk priority	Treat Risk (Y/N)	Further Action
							Likelihood	Consequence	Level of risk			
1	AMP has incomplete monitored service levels	AMP outputs do not align to formal performance targets	Lack to leadership and/or resource(s)	Shire lacks control over the management of service outputs	None	Nil	4	4 (F)	High	= 1	Y	Begin to monitor the AMP's service levels
2	Service demand increases	Demand can not be serviced	Demand increases due to a range of drivers (see AMP)	Demand can not be serviced, user discord	AMP	Moderate	2	3 (R)	Moderate	12	N	
3	AM practices	AM practices are insufficient	Lack of high level management and internal resources.	Service delivery costly, potential legislation breaches	AMP, AM Policy	Low	3	3 (FI)	Moderate	= 9	N	
4	IT strategy	Shire's approach to transport management software is disjointed	Lack of a strategy	Systems under utilised, functionality duplicated, poor value-for-money	AMP	Low	3	3 (FI)	Moderate	= 9	N	
5	Asset condition	Condition of transport assets not consistently known	Lack of formal cyclical inspection program	Assets fail, increased safety risk, non-optimised management etc.	Adhoc inspection program	Moderate	4	4 (FI)	High	= 1	Y	Develop an asset inspection procedure
6	Asset inventory	Not all transport assets (and attributes) are recorded	Lack of formal cyclical inspection program	Assets fail, increased safety risk, non-optimised management etc.	Adhoc inspection program	Moderate	4	4 (FI)	High	= 1	Y	See item 5.
7	Valuations	Not all transport assets are valued	Poor contract specifications	Outputs (e.g. AMP, performance ratios etc.) are of a low confidence level	Specs	Moderate	3	4 (F)	High	= 5	N	
8	Lifecycle management strategies	Not implemented and/or adhered to	Lack of high level focus on asset management	Inefficient practices, potential legislation breaches	AMP	Moderate	4	2 (C)	Moderate	11	N	
9	Financial projections	Financial projections of low confidence	Lack of high level focus on asset management, poor practices, poor condition data etc.	Projections misaligned with actual requirements	AMP	Moderate	3	4 (FI)	High	= 5	N	
10	Project prioritisation	Capital projects not prioritised against strategic community plan objectives	Lack of a process	Projects do not effectively move the Shire towards its strategic objectives in an efficient way	Works programme	Low	4	4 (FI)	High	= 1	Y	Develop a SCP aligned capital project evaluation procedure
11	Planned maintenance	Planned maintenance programmes not formally implemented	Lack of software assistance and base programme	Maintenance more reactive focussed than planned, resulting higher costs	AMP	Low	3	4 (FI)	High	= 5	N	
12	Performance measures	Ratios outside of target bands	Low confidence input data, poor AM practices etc.	Poor service delivery for cost, possible bad publicity	AMP	Moderate	4	3 (R)	High	= 5	N	

Table 6: Asset Management Plan Risk Analysis

Appendix E – Network Physical Parameters

Data Confidence

To be able to effectively manage its assets, the Shire collects and maintains a range of data on its transport network. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 8 details the reliability and confidence levels of the current asset data the Shire holds. In assessing the data, the Shire has applied the IIMM confidence framework as detailed in Table 7.

Confidence Grade	Description	Accuracy
1 - Excellent	Accurate	100%
2 - Good	Minor inaccuracies	± 5%
3 - Average	50% estimated	± 20%
4 - Poor	Significant data estimated	± 30%
5 – Very Poor	All data estimated	± 40%

Table 7: Data Confidence Measures

Asset Class	Inventory	Condition	Valuation
Road seal	2	4	3
Road pavement	2	4	3
Road formation	2	N/A	1
Kerbing	2	4	3
Paths	2	2	2
Bridges	1	2	1
Drainage	3	4	3
Car Parks	5	5	5
Street Furniture	4	4	5
Airstrip	3	3	5

Table 8: Transport Network Data Confidence Levels

Inventory

The following section outlines the Shire's transport asset inventory as at 12 January 2018.

Roads

Road Materials

Asset/Component	Unit	Quantity
Formation	Metres	952,540
	Square Metres	8,058,688
Pavement	Metres	736,270
	Square Metres	5,435,731
Sealed Surface		
<i>Asphalt</i>	Metres	1,540
	Square Metres	14,059
<i>Brick Paving</i>	Metres	80
	Square Metres	724
<i>Cement Concrete</i>	Metres	10
	Square Metres	50
<i>Double Seal</i>	Metres	35,540
	Square Metres	256,548
<i>Primer Seal</i>	Metres	3,580
	Square Metres	26,492
<i>Single Seal</i>	Metres	131,080
	Square Metres	846,868
Kerbing		
<i>Barrier</i>	Metres	14,300
<i>Mountable</i>	Metres	430

Road Cross Section

Cross Section Type	Unit	Quantity
Unbuilt	Metres	5,670
	Square Metres	5,670
Unformed	Metres	66,470
	Square Metres	401,628
Formed	Metres	192,010
	Square Metres	1,362,670

Paved	Metres	509,040
	Square Metres	3,329,028
Sealed with no kerbing	Metres	164,330
	Square Metres	1,053,982
Sealed with kerbing one side	Metres	270
	Square Metres	1,629
Sealed with kerbing both sides	Metres	7,230
	Square Metres	73,080

Road Hierarchy

Hierarchy	Unit	Quantity
Regional Distributor	Kilometres	109.34
Local Distributor	Kilometres	83.87
Access Road	Kilometres	751.69
Unrecorded	Kilometres	0.12
TOTAL	Kilometres	945.02

Paths

Material	Unit	Quantity
Bituminous Seal	Metres	60
Black Asphalt	Metres	308
Brick Paving	Metres	668
Insitu Concrete	Metres	5,909
Red Asphalt	Metres	548
TOTAL	Metres	7,493

Bridges

Type	Unit	Quantity
Prestressed Concrete	Number	1

Drainage

Item	Unit	Quantity
Culverts (small span/piped)	Number	865
Pits & Outlets	Number	Unknown
Pipes	Metres	Unknown
Sumps	Number	Unknown

Car Parks

Item	Unit	Quantity
Formation	Square Metres	Unknown
Pavement	Square Metres	Unknown
Seal	Square Metres	Unknown
Kerbing	Metres	Unknown
Lights	Number	Unknown

Street Furniture

Item	Unit	Quantity
Decorative Street Lighting (non-Western Power)	Number	12
Medians & Islands	Number	Unknown
Guard Rails	Metres	Unknown
Road Signs (Advisory)	Number	407
All Other Signs	Number	10
Bus Shelters	Number	Unknown
Other Street Furniture (e.g. seats, bins etc.)	Number	85

Airstrips

Item	Unit	Quantity
Airstrips/aerodrome	Number	1

Condition

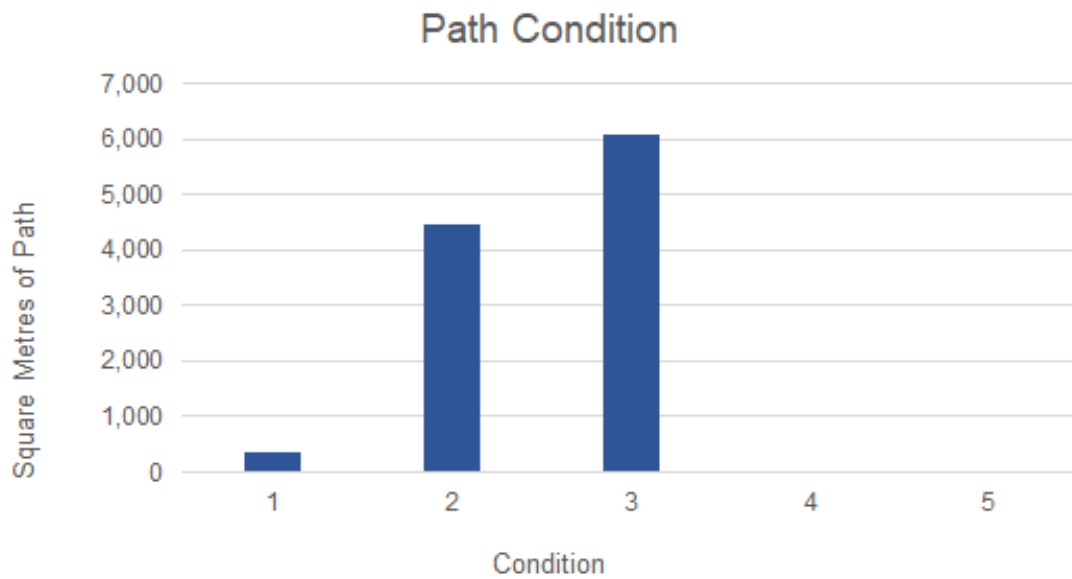
The following section outlines the Shire’s transport assets’ recorded physical condition as at 12 January 2018.

Roads

Rating	Surface Condition	Crack Extent	Rutting Extent
0	872,880	872,880	872,880
1	-	-	-
2	-	-	-
3	-	-	-
4	-	-	-
5	-	-	-

Paths

Rating	Path (m ²)	TGSIs (Number)
0	4,388	-
1	353	-
2	4,447	-
3	6,076	-
4	36	-
5	0	-



Bridges

Rating	Bridges (Number)
0	1
1	-
2	-
3	-
4	-
5	-

Drainage

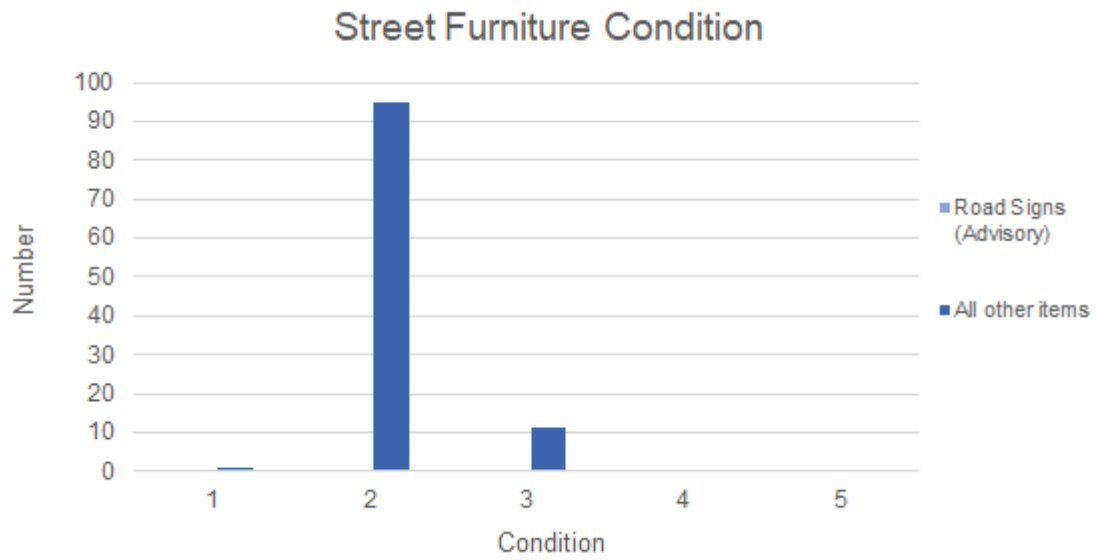
Rating	Culverts (Number)	Pits & Outlets (Number)	Pipes (m)	Sumps (Number)
0	-	-	-	-
1	-	-	-	-
2	-	-	-	-
3	-	-	-	-
4	-	-	-	-
5	-	-	-	-

Car Parks

Rating	Car Park Surface (m ²)
0	-
1	-
2	-
3	-
4	-
5	-

Street Furniture

Rating	Road Advisory Signs	All Other Street Furniture
0	-	0
1	-	1
2	-	95
3	-	11
4	-	0
5	-	0



Airstrips/aerodrome

Rating	Aerodrome Components
0	-
1	-
2	-
3	-
4	-
5	-

Valuation

The following section records the current and historical values of transport assets.

Roads

Current Replacement Cost

Year	Formation	Pavement	Seal	Kerbs	Total
2017	\$11,045,382	\$20,365,842	\$4,780,716	\$546,778	\$36,738,718

Fair Value

Year	Formation	Pavement	Seal	Kerbs	Total
2017	\$11,045,382	\$6,713,284	\$2,580,964	\$285,267	\$20,624,897

Paths

Current Replacement Cost

Year	Paths	TGSIs	Total
2017	\$954,122	-	\$954,122

Fair Value

Year	Paths	TGSIs	Total
2017	\$524,098	-	\$524,098

Bridges

Current Replacement Cost

Year	Bridges	Total
2017	\$132,000	\$132,000

Fair Value

Year	Bridges	Total
2017	\$67,320	\$67,320

DrainageCurrent Replacement Cost

Year	Culverts	Pits	Pipes	Sumps/ Swales	Total
2017	\$1,869,144	-	-	-	\$1,869,144

Fair Value

Year	Culverts	Pits	Pipes	Sumps/ Swales	Total
2017	\$1,105,786	-	-	-	\$1,105,786

Car ParksCurrent Replacement Cost

Year	Formation	Pavement	Seal	Kerbs	Meters	Total
2017	-	-	-	-	-	-

Fair Value

Year	Formation	Pavement	Seal	Kerbs	Meters	Total
2017	-	-	-	-	-	-

Street FurnitureCurrent Replacement Cost

Year	Advisory Signs	All Other	Total
2017	-	\$184,909	\$184,909

Fair Value

Year	Advisory Signs	All Other	Total
2017	-	\$136,225	\$136,225

Airstrip/AerodromeCurrent Replacement Cost

Year	Airstrips	Total
2017	-	-

Fair Value

Year	Airstrips	Total
2017	-	-

Appendix F – Functional Road Hierarchy Criteria

Criteria & Activity	District Distributor A	District Distributor B	Regional Distributor	Local Distributor	Access Road
Primary Criteria					
Location	Only built up area	Only built up area	Only non-built up area	All of WA	All of WA
Degree of Connectivity	High. Connects to Primary and/or other Distributor roads.	High. Connects to Primary and/or other Distributor roads.	High. Connects to Primary and/or other Distributor roads.	Medium. Minor network role, connects to Distributors and Access roads.	Low. Provides mainly for property access.
Predominant Purpose	High capacity traffic movements between industrial, commercial and residential areas.	Reduced capacity but high traffic volumes travelling between industrial, commercial and residential areas.	Roads linking significant destinations and designed for efficient movement of people and goods between and within regions.	Movement of traffic within local areas and connect access roads to higher order Distributors.	Provision of vehicle access to abutting properties.
Secondary Criteria					
Indicative Traffic Volume (AADT)	Above 8,000 vehicles per day (vpd).	Above 6,000 vpd.	Greater than 100 vpd	<u>Built up area:</u> Maximum desirable volume 6,000 vpd. <u>Non built up area:</u> up to 100 vpd.	<u>Built up area:</u> Maximum desirable volume 3,000 vpd. <u>Non built up area:</u> up to 75 vpd.
Recommended Operating Speed	60 – 80 km/h.	60 – 70 km/h.	50 – 110 km/h (depending on design characteristics).	<u>Built up area:</u> 50 – 60 km/h (desired speed). <u>Non built up area:</u> 60 – 110 km/h (depending on design characteristics).	<u>Built up area:</u> 50 km/h (desired speed). <u>Non built up area:</u> 50 – 110 km/h (depending on design characteristics).
Heavy Vehicles permitted	Yes	Yes	Yes	Yes, but preferably only to service properties.	Only to service properties.
Intersection Treatments	Controlled with appropriate measures e.g. traffic signals.	Controlled with appropriate Local Area Traffic Management.	Controlled with measures such as signing and line marking of intersections.	Controlled with minor Local Area Traffic Management or measures such as signing.	Self-controlling with minor measures.
Frontage Access	Prefer not to have residential access. Limited commercial access, generally via service roads.	Residential and commercial access due to its historic status. Prefer to limit when and where possible.	Prefer not to have property access. Limited commercial access, generally via lesser roads.	Yes, for property and commercial access due to its historic status. Prefer to limit whenever possible. Side entry is preferred.	Yes.

Criteria & Activity	District Distributor A	District Distributor B	Regional Distributor	Local Distributor	Access Road
Pedestrians	With positive measures for control and safety e.g. pedestrian signals.	With appropriate measures for control and safety e.g. median/ islands refuges.	Measures for control and safety such as careful siting of school bus stops and rest areas.	With minor safety measures where necessary.	Yes.
Buses	Yes.	Yes.		Yes.	If necessary.
On-road Parking	Generally no. Clearways where necessary.	Not preferred. Clearways where necessary.	No – emergency parking on shoulders – encourage parking in off road rest areas where possible.	<u>Built up area:</u> yes, where sufficient width and sight distance allow safe passing.. <u>Non built up area:</u> no. Emergency parking on shoulders..	Yes, where sufficient width and sight distance allow safe passing.
Signs & Line Marking	Centrelines, speed signs, guide and service signs.	Centrelines, speed signs, guide and service signs.	Centrelines, speed signs and guide signs.	Speed and guide signs.	Urban areas – generally not applicable. Rural areas – Guide signs.
Rest Areas/Parking Bays	Not Applicable	Not Applicable	Parking Bays/Rest Areas. Desired at 60km spacing.	Not Applicable	Not Applicable.

Table 9: WA Functional Road Hierarchy

Appendix G – Lifecycle Management Strategies

Background

Lifecycle management encompasses all strategies and practices that the Shire employs to manage all transport assets at the lowest lifecycle cost. This section details all the strategies and practices that are currently employed.

Principles & Definitions

In considering the Shire's Asset Lifecycle Management, the following key principles and definitions must be considered.

Work Category Definitions

The Shire considers the activities it undertakes across six categories as follows.

Activity	Definition
Operation	Continuously required expenditure which enables assets to provide benefits to the community such as utility charges, inspections, cleaning etc.
Maintenance	Regular works to maintain the assets' capability, such as minor repairs, servicing, mowing, painting, crack seals etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the renewal of an internal wall in a building, renewal of an engine in a grader, resurfacing a road (re-sheeting or resealing) or replacing girders on a bridge.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as dualling or widening of a road, extension of a building, installation of reticulation to a dry park etc.
New Work	The creation of a new asset, in a location where that asset type has not existed before.
Asset Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 10: Activity Categories

Lifecycle Cost Basis

All assets have a lifecycle. This is defined as the time interval that commences with the identification of the need for an asset and ends with the decommissioning of the asset (i.e. disposal but with no replacement). It covers five stages, being conception & design, acquisition/construction, operation & maintenance, renewal and disposal.

Operation & Maintenance Strategy

Background

Often referred to as 'OPEX', operational and maintenance expenditure and works is required to ensure the longevity of assets' lives and the reliability of their services. The Shire's approach to meeting OPEX needs is a combination of reactive and short term planned strategies. As described in the figure below, the Shire's strategy to OPEX is:

- = Operational costs typically vary with usage. The Shire broadly works on an annual budget planning cycle (12 months), and seeks funding in-line with previous years' budgets, with an allowance for at least CPI.
- = Reactive maintenance typically arises from either community requests and/or internal works orders. Works are then scheduled, actioned and completed. Budgeting is based on previous years' allocations, with an increase of at least CPI.
- = Planned maintenance programmes exist, on an annual budget planning cycle (for the future twelve-month period). Maintenance works are typically identified from either internal staff inspection or by legislative requirements. Budgets are developed based on the programmes and previous years' expenditure, with an increase of at least CPI. However, the planned maintenance programmes are generally not documented. An improvement action has been listed, to document planned maintenance schedules, with associated budgets, for transport assets.

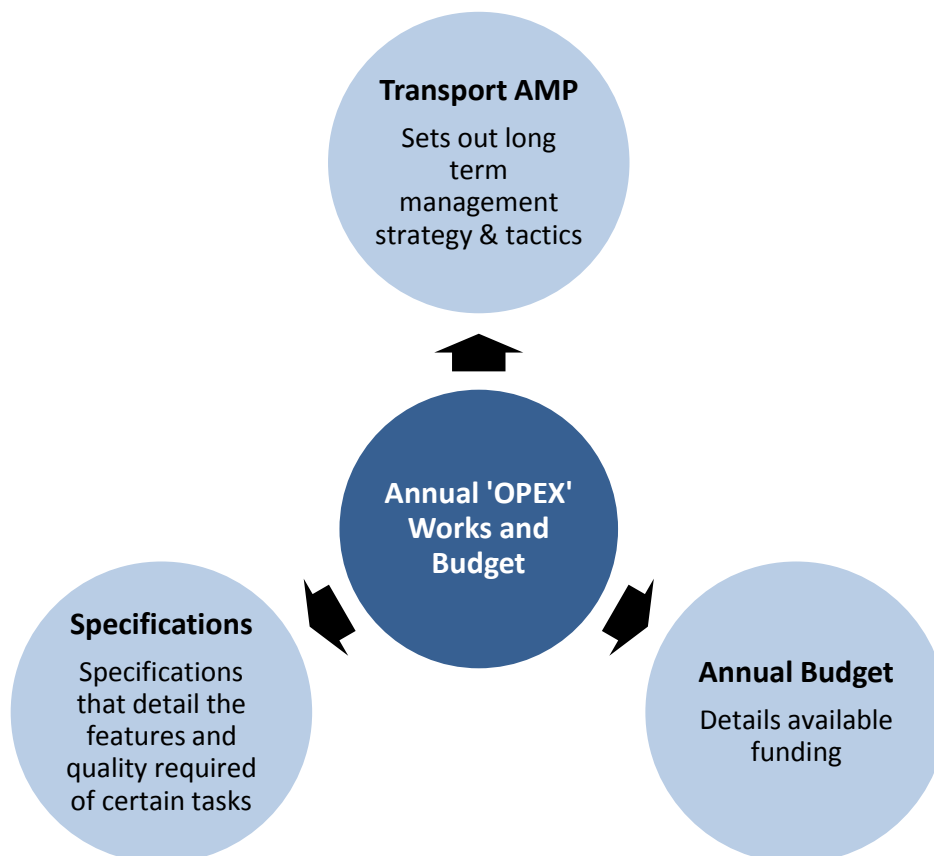


Figure 9: Transport Asset Maintenance Framework

Inspection Manuals

A key aspect of the Shire's asset operation and maintenance strategy is the proactive identification of asset defects and recording of physical condition, through periodic inspections. These inspections are seen as crucial to help reduce the levels of reactive maintenance and stakeholders' exposure to risk. At present, the following manuals are employed by the Shire.

Asset	Manual
Roads	There is no manual currently used for transport safety and maintenance inspections or non-road condition inspections.
	WALGA Road & Path Visual Condition Assessment Manual – External document.
Paths	WALGA Road & Path Visual Condition Assessment Manual – External document.
Bridges	Level 1 Inspections (Shire responsibility) as per Main Roads WA Routine Visual Bridge Inspection Guidelines for Bridges. Detailed inspections are undertaken by Main Roads WA.
Drainage	No manual is currently used by the Shire.
Car Parks	No manual is currently used by the Shire.
Street Furniture	No manual is currently used by the Shire.
Airstrips	No manual is currently used by the Shire.

Table 11: Asset Inspection Manuals

Specifications

Where relevant, certain operation and maintenance tasks must be performed as per nominated specifications. These specifications may exist due to a number of reasons, including industry standards, manufacturer guidelines, best practice, contract conditions and so on. A detailed list of all relevant specifications does not exist and its potential creation has been listed as an improvement action.

Staff Resources

The overall management of the Shire's transport network falls within the responsibility of the Chief Executive Officer. The Finance Manager is responsible for overall accounting control of transport assets, and the Manager Assets & Works for engineering based works. The Shire is also assisted from time to time by external contractors.

Software Systems

The Shire currently employs the use of the following software systems to manage asset data. However, the Shire does not have a clear IT strategy around the application of different software systems for Transport assets and this has been listed as an improvement action.

Software System	Uses
RAMM	RAMM is able to centrally record inventory and condition data for all transport assets. At present through, it is only used for roads, paths, bridges and culverts.
SynergySoft	SynergySoft is used to record all transport asset revenue and expenditure, as well as relevant records.
MetroCount	MetroCount is used to process and hold data from onsite road traffic counts.

Table 12: Asset Management Software Systems

Renewal Strategy

Background

The Shire periodically inspects some transport assets to collect critical inventory and condition information. This information can then inform several key outputs (e.g. long-term renewal works programmes), although is generally used by the Shire for valuation purposes only. There would be benefit in improving and formalising the Shire’s renewal strategy to the following example model. This has been listed as an improvement action.

Example Future Renewal Management Model

Condition information can be used to develop models that predict assets’ approximate year of renewal. The Shire can then scope and prioritise these renewal projects over the forthcoming period (e.g. 5 years). Further out (e.g. from years 6 onwards), results can help staff to understand the likely amount of renewal expenditure that will be required, even if the exact project details are not yet known. Ultimately, a robust long term (e.g. 15 years) renewal works programme can then be developed, that informs this AMP, and other documents such as the Long Term Financial Plan and Corporate Business Plan.

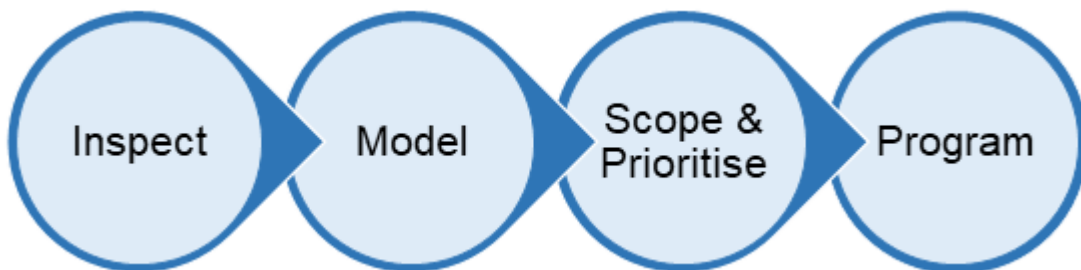


Figure 10: Example Transport Asset Renewal Planning Process

Inspections

Asset Condition Rating Scale

The Shire undertakes the condition rating of many of its infrastructure assets to determine their remaining useful life and fair values. However the results are generally not used for works programming purposes. In assessing assets’ condition, the Shire has adopted a 1 to 5 scale of rating which allows the overall condition of different asset classes to be compared. Table 13 details the scale applied and what each rating means.

Grade	Condition	Description
1	Excellent	A new or near new asset, or an asset recently rehabilitated back to new condition, with no visible signs of deterioration. The asset or component will have no drop in level of service.

2	Good	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	Average	An asset in fair overall condition deterioration in condition would be obvious and there would be some serviceability loss.
4	Poor	An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising.
5	Very Poor	An asset in poor to unserviceable overall condition deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance cost would be high.

Table 13: Condition Rating Measures

Condition Inspection Frequencies

Transport assets are inspected in line with the relevant Manuals listed in Table 11 to the following frequencies.

Asset	Inspection Frequency
Roads	All Roads – once every 3 years as part of valuations.
Paths	Condition reviewed during annual safety and maintenance inspections.
Bridges	Level 1 Inspections - Annually
Drainage	No current programme, to be developed.
Car Parks	No current programme, to be developed.
Street Furniture	No current programme, to be developed.
Airstrips	No current programme, to be developed.

Table 14: Condition Inspection Frequencies

Formal inspection programmes for drainage, car parks, street furniture and air strip assets do not currently exist. The development of these programmes has been listed as an improvement action.

Modelling

By understanding assets' physical condition (or any other performance feature), the Shire can then predict when assets, or their components, may require renewal. Typically, this is achieved by applying total useful lives to different assets or components, and then calculating how long it will take for them to reach a specific trigger. At present, aside from bridges, there are no formal triggers that have been set. An improvement action to determine these has been listed.

Asset	Action	Triggers
Roads	Renewal	Nil
Paths	Renewal	Nil
Bridges	Renewal	Determined by Main Roads WA.
Drainage	Renewal	Nil
Car Parks	Renewal	Nil
Street Furniture	Renewal	Nil
Airstrips	Renewal	Nil

Table 15: Asset Renewal Condition Triggers

Renewal Programme

The Shire generally only maintains a renewal programme of works for the current annual budget period. Some roads works that require external grant funding are identified for up to a five year period. An improvement action to develop a broader five year works programme for all transport assets has been listed.

Upgrade/New Strategy

Background

The Shire occasionally constructs or acquires upgraded and/or new assets. Expenditure on these assets is often considered as discretionary, and ultimately results in either a new or improved service (e.g. road widening results in a safer and/or higher capacity road). The following section outlines the Shire's general approach to upgrade and new projects.

Project Prioritisation/Selection Criteria

The need for either upgraded or new assets is typically identified by Shire staff from a number of potential sources including customer and Council request, strategic plans, poor asset performance and so on. Assets' needs are then investigated by staff in order to determine their potential scope, benefit and costs. Where determined as being required, a formal report may be given to Council for their consideration and approval. Reports may consider different project aspects, such as costs, risk and strategic plan alignment. However, at present projects are not prioritised collectively, to assess features such as their alignment to the Strategic Community Plan. An improvement task to consider a single common prioritisation framework has been listed.

Upgrade/New Works Programme

The Shire generally does not maintain a long term upgrade/new works programme. Some major projects are recorded within the Long Term Financial Plan.

Disposal Strategy

Background

At the present time the Shire generally does not frequently dispose of transport assets. Where such a project is identified, then the need and scope is considered by Shire staff and (in some instances) Council.

Disposal Programme

The Shire generally does not maintain a long term disposal works programme.

Seal	Renewal	Dowerin-Kalannie Rd SLK 36.19-38.71 will have 2 coat seal 14/7mm aggregate 7.4m wide	Regional Road Group	\$0	\$0	\$0	\$0	\$0	\$0	\$111,888	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seal	Renewal	Stewart Street SLK 0.44-0.62 will have 30mm asphalt profiled out with 30mm new asphalt layed	Regional Road Group	\$0	\$0	\$0	\$0	\$0	\$0	\$136,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seal	Renewal	Dowerin-Meckering Rd SLK 18.64-19.64 will have 10mm reseal 7.2m wide	Regional Road Group	\$0	\$0	\$0	\$0	\$0	\$0	\$25,920	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seal	Renewal	Dowerin-Kalannie Rd SLK 38.71-41.71 will have 2 coat seal 14/7mm aggregate 7.4m wide	Regional Road Group	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$133,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Seal	Renewal	Dowerin-Meckering Rd SLK 14.14-18.64 will have 10mm reseal 7.2m wide	Regional Road Group	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$116,640	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	Upgrade	Old Koorda Rd 3.5km sections of the will be gravel re-sheeted to a depth of 150mm 9m wide	Municipal Funds	\$0	\$0	\$0	\$80,000	\$80,000	\$80,000	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	Upgrade	Fifty Four Gate West Rd 3km sections will be re- sheeted to a depth of 150mm 9m wide	Municipal Funds	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	Upgrade	Cemetery Road 3km sections will be gravel re-sheeted to a depth of 150mm 9m wide	Municipal Funds	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	Upgrade	Koombekine Road 3km sections will be gravel re-sheeted to a depth of 150mm 9m wide	Municipal Funds	\$75,000	\$0	\$0	\$75,000	\$0	\$75,000	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	Upgrade	Nambling South Rd 3.5km sections will be gravel re-sheeted to a depth 150mm 9m wide	Municipal Funds	\$80,000	\$0	\$80,000	\$0	\$0	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	Upgrade	Amerly-Benjaberring Rd 4km sections will be gravel re-sheeted to a depth of 150mm 10m wide	Municipal Funds	\$0	\$85,000	\$85,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	Upgrade	Uberin Rd 3.5km sections will be gravel re-sheeted to a depth of 150mm 9m wide	Municipal Funds	\$0	\$80,000	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	Upgrade	Wongan-Old Koorda Rd 3.5km sections will be gravel re-sheeted to a depth of 150mm 10m wide	Municipal Funds	\$0	\$80,000	\$0	\$80,000	\$80,000	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Koorda Rd SLK 5.5-8 will have gravel overlay 150mm deep wet mixed to a depth of 250mm 11m wide	Roads to Recovery	\$141,430	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Cunderdin-Minnivale Rd SLK 6.6-7.6 will have lime mixed to a depth of 300mm 150mm gravel overlay cement stabilised to a depth of 200mm 11m wide	Roads to Recovery	\$0	\$127,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Kalannie Road SLK 12.4-13.92 will have gravel overlay 150mm deep wet mixed to a depth of 300mm 11m wide	Roads to Recovery	\$0	\$85,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Koorda Road SLK 8-10.5 will have gravel overlay wet mixed to a depth of 300mm 11m wide	Roads to Recovery	\$0	\$0	\$157,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Koorda Rd SLK 10.5-13.5 150mm Gravel overlay will be wet mixed to a depth of 250mm 11m wide	Roads to Recovery	\$0	\$0	\$0	\$185,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Koorda Rd SLK 13.5-16 150mm gravel overlay will be wet mixed to a depth of 300mm 11m wide	Roads to Recovery	\$0	\$0	\$0	\$0	\$152,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Koorda Rd SLK 16-18 170mm gravel overlay will be wet mixed to a depth of 300mm 11m wide	Roads to Recovery	\$0	\$0	\$0	\$0	\$0	\$130,790	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Koorda Rd SLK 18-20 170mm gravel overlay will be wet mixed to a depth of 300mm 11m wide	Roads to Recovery	\$0	\$0	\$0	\$0	\$0	\$0	\$141,755	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Koorda Rd SLK 20-22.17 170mm gravel overlay will be wet mixed to a depth of 300mm 11m wide	Roads to Recovery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$133,720	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Kalannie Rd SLK 0-0.9 will have gravel overlay of 150mm deep 11m wide wet mixed to a depth 250mm to provide upgraded pavement	Regional Road Group	\$54,040	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Meckering Road SLK 13.72-17 Gravel overlay to be placed 11m wide 150mm deep wet mixed to a depth of 250mm to provide new pavement	Regional Road Group	\$143,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Meckering Road SLK 17-18.64 will have new pavement involving profiling 300m section of crest down by 1m then applying 150mm gravel overlay the entire length wet mixed to a depth of 250mm 11m wide	Regional Road Group	\$0	\$117,940	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Kalannie Road SLK 22.60-24.90 gravel overlay of 150mm will be wet mixed to a depth of 300mm 11m wide	Regional Road Group	\$0	\$145,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Kalannie Rd SLK 24.80-27.56 150mm gravel overlay will be cement stabilised to a depth of 300mm 11m wide	Regional Road Group	\$0	\$0	\$239,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Kalannie Rd SLK 27.56-30.29 170mm gravel overlay will be wet mixed to a depth of 300mm 11m wide	Regional Road Group	\$0	\$0	\$0	\$160,089	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Kalannie Rd SLK 30.29-32.63 170mm gravel overlay will be wet mixed to a depth of 300mm 11m wide	Regional Road Group	\$0	\$0	\$0	\$0	\$136,908	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Kalannie Rd SLK 32.63-36.19 170mm gravel overlay will be mixed to a depth 300mm 11m wide	Regional Road Group	\$0	\$0	\$0	\$0	\$0	\$193,021	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Kalannie Rd SLK 36.19-38.71 170mm gravel overlay will be wet mixed to a depth of 300mm 11m wide	Regional Road Group	\$0	\$0	\$0	\$0	\$0	\$0	\$148,087	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pavement	Upgrade	Dowerin-Kalannie Rd SLK 38.71-41.71 170mm gravel overlay will be wet mixed to a depth 300mm 11m wide	Regional Road Group	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170,415	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ROADS TOTAL				\$1,408,430	\$1,562,690	\$1,474,484	\$1,522,201	\$1,503,904	\$1,511,785	\$1,522,282	\$1,277,545	\$1,450,000	\$1,470,000	\$1,470,000	\$1,490,000	\$1,500,000	\$1,500,000	\$1,500,000
Street Furniture																		
Banner Pole	Maintenance	Banner Poles - Annual maintenance	Municipal Funds	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Other	Maintenance	Street Furniture - General maintenance	Municipal Funds	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Rubbish Bin	Operation	Street Rubbish Bins - Annual emptying	Municipal Funds	\$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	\$25,000
Other	Renewal	General annual renewal allocation - To match ADE	Municipal Funds	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
STREET FURNITURE TOTAL				\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000
Street Lighting																		
Western Power Ligh Operation	Street Lighting - Annual operation fees		Municipal Funds	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000
STREET LIGHTING TOTAL				\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000
TOTAL TRANSPORT WORKS EXPENDITURE				\$1,517,430	\$1,671,690	\$1,583,484	\$1,631,201	\$1,612,904	\$1,620,785	\$1,631,282	\$1,386,545	\$1,559,000	\$1,579,000	\$1,579,000	\$1,599,000	\$1,609,000	\$1,609,000	\$1,609,000

Key Assumptions

A number of key assumptions are made in preparing forecasts of required transport network expenditure. They are that:

- = Transport assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- = Standards, Acts and Regulations associated with transport assets will remain essentially the same over the AMP life.
- = Expenditure projections do not allow for inflation.
- = Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- = Renewal programmes have been based primarily on defined works programmes where available. Where not available, programmes are based on either modelling projections, historical cost and/or annual depreciation rates.
- = Upgrade, acquisition/construction and disposal programmes are based on defined works programmes.
- = Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- = Unit costs and assumed asset lives are the Shire's but do not necessarily represent actual asset performance.
- = Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

Accuracy of future financial forecasts may be improved in future revisions of this AMP by the following actions.

- = Improving the accuracy and data confidence of asset inventories where they are low.
- = Ensuring that accurate valuations of all asset types are regularly produced.
- = Implementing condition based renewal works programming with associated funding requirement projections.
- = Developing schedule based operation and maintenance works programmes with associated funding requirement projections

Appendix I – Asset Ratios

Background

On an annual basis, each WA local government reports seven key performance indicators (KPIs) (available within the Annual Report). Of these, three KPIs reflect the performance of the Shire's assets. These KPIs are useful in determining:

- = the current physical state of the asset portfolio
- = how sufficient past renewal expenditure was
- = whether sufficient future renewal expenditure is being allowed for

Asset Consumption Ratio

The ratio is a measure of the condition of the Shire's physical assets, by comparing their condition based fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-75%. Non depreciating assets (e.g. road formation) should be excluded from the calculation.

$$\frac{\text{Depreciated Replacement Cost (Fair Value) of Depreciable Transport Assets}}{\text{Current Replacement Cost of Depreciable Transport Assets}}$$

Asset	Fair Value	CRC	ACR
Roads (ex formation)	\$9,579,515	\$25,693,336	37%
Paths	\$524,098	\$954,122	55%
Bridges	\$67,320	\$132,000	51%
Drainage	\$1,105,786	\$1,869,144	59%
Car Parks (ex formation)	-	-	-
Street Furniture	\$136,225	\$184,909	74%
Airstrip(s)	-	-	-
Total	\$11,412,944	\$28,833,511	40%

Table 16: Transport Assets Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the transport asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 3). The ratio has a target band of between 90%-110%.

Transport Asset Renewal Expenditure
Transport Asset Depreciation

Asset	2014/15-2016/17 Average	ADE	ASR
Roads	-	\$600,005	-
Paths	-	\$20,406	-
Bridges	-	\$1,320	-
Drainage	-	\$23,364	-
Car Parks	-	-	-
Street Furniture	-	\$6,430	-
Airstrip(s)	-	-	-
Total		\$651,525	-

Table 17: Transport Assets Sustainability Ratios

Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 15 years' period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 15 years in the LTFP, by the net present value of planned renewal expenditure over the next 15 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

NPV of LTFP Planned Renewal Expenditure over the next 15 years
NPV of AMP Required Renewal Expenditure over the next 15 years

Asset	LTFP	AMP	ARFR
Roads	-	-	-
Paths	-	-	-
Bridges	-	-	-
Drainage	-	-	-
Car Parks	-	-	-
Street Furniture	-	-	-
Airstrip(s)	-	-	-
Total	-	-	-



Shire of Dowerin

ROAD VERGE MANAGEMENT ADVISORY COMMITTEE MEETING MINUTES

TUESDAY 01 MAY 2018, 4.00PM

Contents

1.	DECLARATION OF OPENING.....	2
2.	ATTENDANCE	2
3.	DISCLOSURE OF INTEREST.....	2
4.	ITEMS FOR DISCUSSION	2
5.1	ELECTION OF A CHAIR FOR THE COMMITTEE.....	2
5.2	COMMITTEE TERMS OF REFERENCE AND CODE OF CONDUCT.....	3
5.3	PETITION SEEKING BAN OF TREE SLASHER/MULCHER HEAD MACHINE.....	4
5.3	SHIRE OF DOWERIN ROAD VERGE POLICY	5
7.	NEXT MEETING.....	6
8.	CLOSURE OF MEETING.....	6

1. DECLARATION OF OPENING

In the absence of a Chair, the CEO opened the meeting at 4.00pm.

2. ATTENDANCE

Members:

Cr L Holberton

Mrs L Phillips

Mr R Boase

Mr J Sewell

Mr A Turriff

Observers:

A Selvey, Chief Executive Officer

G Brigg, Assets and Works Manager

3. APOLOGIES

Cr L Hagboom

4. DISCLOSURE OF INTEREST

IMPORTANT: Committee members to complete a "Disclosure of Interest" form for each item on the agenda in which they wish to disclose a financial/proximity/impartiality interest. They should give the form to the Presiding Member before the meeting commences. After the meeting, the form is to be forwarded to the Administration Office for inclusion in the Corporate Financial Disclosures Register.

Nil

5. ITEMS FOR DISCUSSION

5.1 ELECTION OF A CHAIR FOR THE COMMITTEE

This item provides the mechanism for the Committee to elect a Chair. The CEO will call for nominations at the meeting and, if necessary, conduct a secret ballot.

OFFICER'S RECOMMENDATION ITEM 5.1

THAT THE COMMITTEE ELECTS CR _____ AS CHAIR OF THE SHIRE OF DOWERIN ROAD VERGE MANAGEMENT ADVISORY COMMITTEE

COMMITTEE DECISION ITEM 5.1

MOVED: CR HOLBERTON

SECONDED: J SEWELL

THAT THE COMMITTEE ELECTS MR A TURRIFF AS CHAIR OF THE SHIRE OF DOWERIN ROAD VERGE MANAGEMENT ADVISORY COMMITTEE FOR THIS ONE MEETING ONLY; AND THAT THIS MATTER BE RELISTED ON THE AGENDA OF THE NEXT MEETING OF THE COMMITTEE.

CARRIED 5/0

5.2 COMMITTEE TERMS OF REFERENCE AND CODE OF CONDUCT

Date:	30 April 2018
Applicant:	The Shire of Dowerin
Location:	N/A
File Ref:	
Disclosure of Interest:	Nil
Author:	A. Selvey, Chief Executive Officer
Attachments:	1. Terms of Reference 2. Code of Conduct (tabled)

Comment

The attached Terms of Reference were adopted by Council. Should the Committee feel the ToRs do not reflect the requirements, changes can be recommended to Council.

The Code of Conduct applies to all Councillors, staff and committee members.

Financial Implications

Nil

Consultation

Nil

Policy Implications

Nil

OFFICER RECOMMENDATION – ITEM NO. 5.2

THAT THE COMMITTEE NOTES THE TERMS OF REFERENCE AND CODE OF CONDUCT.

COMMITTEE DECISION – ITEM NO. 5.2

MOVED: A TURRIFF

SECONDED: L PHILLIPS

THAT THE COMMITTEE NOTES THE TERMS OF REFERENCE AND CODE OF CONDUCT.

5.3 PETITION SEEKING BAN OF TREE SLASHER/MULCHER HEAD MACHINE

Date:	30 April 2018
Applicant:	The Shire of Dowerin
Location:	N/A
File Ref:	
Disclosure of Interest:	Nil
Author:	A. Selvey, Chief Executive Officer
Attachments:	Nil

Comment

This item seeks the Committee's consideration of a petition to ban the use of the tree slasher/mulcher. The petition contains 81 signatures, noting that one signature is not from an elector or resident of the district and is therefore not consistent with the Standing Orders requirement.

Petitioners are seeking Council to ban the use of the tree slasher or mulcher-head machine on the road verges in the Shire of Dowerin.

The reason offered by petitioners is that the method is environmentally undesirable because:

1. It destroys the biodiversity of the Dowerin Shire;
2. It destroys potential tourist revenue in our Shire, attracted by its unique biodiversity;
3. It results in ugly, lopsided trees that are open to disease and may blow over or die;
4. It destroys native vegetation unnecessarily (small shrubs do not obstruct the view);
5. It destroys native vegetation that provides habitat for all creatures;
6. It destroys everything in its path (including bobtails and nesting birds);
7. It leaves road verges open to erosion (increasing the cost of road/culvert maintenance);
8. It creates a habitat for weeds (particularly grassy weeds, thus increasing fire hazard);
9. The cost of pruning roads with a tree slasher is expensive (it could be done with the staff pruner, a far more economical and sensitive method).

The petition was presented to Council at the Ordinary Meeting of Council on 27 March 2018 and referred to this committee for review and a recommendation.

Financial Implication

Nil

Consultation

Nil

Policy Implications

A view on this matter will impact on the discussion on the next item relating to a policy position for how road verges are managed.

OFFICER RECOMMENDATION – ITEM NO. 5.3

THAT THE COMMITTEE CONSIDERS THE PETITION SEEKING BAN OF TREE SLASHER/MULCHER

COMMITTEE DECISION – ITEM NO. 5.3

MOVED: J SEWELL

SECONDED: CR L HOLBERTON

THAT THE COMMITTEE CONSIDERS THE PETITION SEEKING BAN OF TREE SLASHER/MULCHER AS A PART OF THE DISCUSSION REGARDING AN OVERALL POLICY FOR MANAGEMENT OF ROAD VERGES.

5.3 SHIRE OF DOWERIN ROAD VERGE POLICY

Date:	30 April 2018
Applicant:	The Shire of Dowerin
Location:	N/A
File Ref:	
Disclosure of Interest:	Nil
Author:	A. Selvey, Chief Executive Officer
Attachments:	Code of Practice for Roadside Conservation

Comment

This item seeks the Committee's consideration of a Road Verge Management Policy. The Shire had a "Code of Practice" many years ago – see attached. That document may provide a starting point for discussion on a new policy.

Mrs Lyn Phillips has asked the Committee to consider a few matters in developing a policy as follows:

How do you prioritize what road verges need maintenance?

- Do you give priority to those road verges that there has been a complaint about?
- Do 'main roads' take priority over more 'minor roads'?
 - I believe many main roads have been pruned in the last decade.
- Perhaps a drive around the roads, and an assessment of the current vegetation status, would be useful.

Informing all land owners - when there will be road verge maintenance on the boundaries of their properties; including when roads are being reconstructed. Ask them for any input into how they want the roadside vegetation treated. It must comply with the Road Verge Policy.

Petition to be upheld – prune the road verges in a sensitive way; not with the tree slasher or mulcher head machine. Please use the staff pruning method.

With some guidance from the Committee, officers can draft a new policy for review and email discussion by the Committee, and out of session endorsement so that it is not necessary for another in-person meeting.

Financial Implication

Nil

Consultation

Nil

Policy Implications

Should this discussion result in a policy, the policy would need to be presented to Council for consideration. If adopted by Council, it would guide future decision making.

OFFICER RECOMMENDATION – ITEM NO. 5.3

THAT THE COMMITTEE CONSIDERS DEVELOPING A POLICY TO GUIDE FUTURE DECISION-MAKING.

COMMITTEE DECISION – ITEM NO. 5.3

MOVED: A TURRIFF

SECONDED: R BOASE

THAT THE COMMITTEE DEVELOPS MAP THAT IDENTIFIES ROAD USAGE PATTERNS ALONG WITH BIODIVERSITY VALUE TO ASSIST WITH PRIORITISATION AND TO ACT AS A GUIDE TO THE POLICY DEVELOPMENT.

Action: Assets and Works Manager to prepare a draft map, in consultation with Committee Members for consideration at the next Committee Meeting.

7. NEXT MEETING

Date: Early October 2018 – exact date TBC

Items for next meeting: Map of road usage patterns and biodiversity value

8. CLOSURE OF MEETING

The Chair closed the meeting at 5.00pm.