



CONFIRMED MINUTES

ORDINARY COUNCIL MEETING

10 APRIL 2018



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ORDINARY COUNCIL MEETING COUNCIL CHAMBER

1.0 OPENING PROCEDURES

The Presiding Person declared the meeting open at 6.31pm.

Acknowledgement of Country

Shire of Mundaring respectfully acknowledges Noongar elders past and present and their people (specifically the Whadjuk people who are from this area) who are the traditional custodians of this land.

Recording of Meeting

Members of Council and members of the gallery are advised that this meeting will be audio-recorded.

1.1 Announcement of Visitors

Nil

1.2 Attendance/Apologies/Approved Leave of Absence

Elected Members	Cr John Daw (President) (Presiding Person)	East Ward
	Cr Kate Driver	East Ward
	Cr Stephen Fox	East Ward
	Cr Lynn Fisher (Deputy President)	Central Ward
	Cr Toni Burbidge	Central Ward
	Cr Doug Jeans	Central Ward
	Cr Darrell Jones	South Ward
	Cr David Lavell	South Ward
	Cr James Martin	South Ward
	Cr Tony Brennan	West Ward
	Cr Ian Green	West Ward
	Cr Jason Russell	West Ward

Staff	Jonathan Throssell	Chief Executive Officer
	Megan Griffiths	Director Strategic & Community Services
	Mark Luzi	Director Statutory Services
	Paul O'Connor	Director Corporate Services
	Shane Purdy	Director Infrastructure Services
	Angus Money	Manager Planning Services
	Damien Martin	Strategic Projects Advisor
	Anna Italiano	Minute Secretary

Apologies Nil

Absent Nil

Leave of Absence Nil

Guests	Nil	
Members of the Public	8	
Members of the Press	Claire Ottaviano	Echo Newspaper

2.0 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION

2.1 Blue Sky Festival 17 March

The Presiding Person advised that he attended, as did other councillors, the Blue Sky Festival on 17 March. A very successful festival held in Sculpture Park about sustainability. The event was a not for profit organised event and run very, very well and very informative.

2.2 Meeting with Minister for Planning

The Shire President advised that he, the CEO and the Director of Statutory Services recently met with the Minister for Planning regarding lobbying and advocacy regarding planning issues in our area like the Perth to Adelaide Highway (Orange Route) and other planning issues relating to the Shire. It was a very successful meeting as part of the Shire's Lobbying and Advocacy Strategy.

3.0 DECLARATION OF INTEREST

3.1 Declaration of Financial Interest and Proximity Interests

Elected Members must disclose the nature of their interest in matters to be discussed at the meeting (*Part 5 Division 6 of the Local Government Act 1995*).

Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting (*Sections 5.70 and 5.71 of the Local Government Act 1995*).

Nil

3.2 Declaration of Interest Affecting Impartiality

An Elected Member or an employee who has an interest in a matter to be discussed at the meeting must disclose that interest (*Shire of Mundaring Code of Conduct, Local Government (Admin) Reg. 34C*).

Nil

4.0 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

4.1 Questions taken on Notice - Ordinary Council meeting 13 February 2018

At the Ordinary Council meeting held 13 February 2018, Mr Richard Matthews asked a number of questions which were taken on notice. A response was provided to Mr Matthews by the Chief Executive Officer in writing. Below is a summary of the questions and the response provided.

Question 1

Could the Shire of Mundaring Councillors ask the Shire of Mundaring to approach Main Roads to consider the below items:

- (a) Can the crossing point to the Heritage Trail be signposted indicating Seniors are crossing Jacoby Street at that point?
- (b) Can some signage on the road surface such as painted lines be provided to alert drivers?

Response

Main Roads WA have agreed to have the westernmost Seniors crossing sign relocated closer to the new crossing point. MRWA have indicated they do not place signage on the road surface for such crossing points.

A request to the Shire's operations staff was made to thin the vegetation on the verge to improve sight lines to the west when existing the village driveway onto Jacoby Street.

Question 2

Can the Main Roads Department be firmly informed of the need to reduce the speed limit from 70km to 60km in Jacoby Street especially at the Coppin Road intersection which leads to the tip?

Response

Main Roads WA believe a reduction in the speed limit on Jacoby St is not warranted given the level of roadside development. Without a constant Police presence, they believe the levels of non-compliance in this area would be very high. Given that, Main Roads WA are not supportive of a reduction of the current posted speed limit.

Question 3

There are no white lines on Jacoby Street essential for safe overtaking and road positioning. Can white lines be provided?

Response

Shire staff are currently exploring the possibility of improving both Jacoby Street and Phillips Road with shoulder improvements and line marking such that a submission to a future State Blackspot funding program can be explored.

At the Ordinary Council meeting held 13 February 2018, Ms Jenny Currell asked a number of questions which were taken on notice. A response was provided to Ms Currell by the Chief Executive Officer in writing. Below is a summary of the questions and the response provided.

Question 1

How many kilowatts of solar panels are installed on the building assets of the Shire of Mundaring?

Response 1

Administration/Civic Centre 21 kW
Operations Centre 30 kW
Brown Park Youth Centre 5 kW
Mundaring Arts Centre 6.5kW
Marloo Theatre 6.5KW
Darlington Pavilion (15 kW proposed)
Boya Community Centre (under investigation)

Question 2

How many kilowatt hours were produced last calendar year and what proportion of Council electricity usage did this represent?

Response 2

This information is too difficult to extract. The proportion of solar energy varies. The highest usage building being the Administration/Civic Centre was previously calculated at around 8% of total electricity as being solar generated.

4.2 Questions taken on Notice - Ordinary Council meeting 13 March 2018

At the Ordinary Council meeting held 13 March 2018, Mr Michael Kyd asked a question which was taken on notice. A response was provided to Mr Kyd by the Chief Executive Officer in writing. Below is a summary of the question and the response provided.

Question

Would it be possible to have a zebra crossing at the bus stop on the corner of Nichol Street, Mundaring? This would eliminate the need for people with low vision having to travel to the Stoneville Road Lights to cross the highway?

Response

The Shire has made contact with Main Roads with regard to Mr Kyd's request for a zebra crossing at the bus stop on the corner of Nichol Street Mundaring and await their response. Once the Shire receives feedback from Main Roads, Mr Kyd will be advised of the outcome.

5.0 PUBLIC QUESTION TIME

15 minutes (with a possible extension of two extra 15 minute periods) are set aside at the beginning of each Council meeting to allow members of the public to ask questions of Council.

Public Question Time is to be conducted in accordance with Shire of Mundaring Meeting Procedures Local Law 2015.

Summary of Question		Summary of Response
Joan Quinn – Mt Helena		
1.	My question refers to the report on the proposed telecommunications tower. The report states that the towers have been placed in other community ovals. Are there schools or community groups or homes for the elderly within 200 metres of them?	Manager Planning Services advised that the reference to other reserves in other local governments was to make the point that other local governments have entertained those facilities on recreational reserves, not to draw any comparison or reference to the other facilities within the context of those reserves.
2.	So we don't know if the intensity of electro magnetic emissions is the same with schools within the 200 metres?	Manager Planning Services referred to the report that outlines that the health perception about electro magnetic emissions is not a valid planning consideration hence the reason it hasn't been spoken about in great detail in the report.
John Bell – Mt Helena		
1.	In respect of emergency access and egress between Mt Helena and Chidlow, the officers report indicated that a representative of DFES had been consulted and had not been in favour of the electors motion. Considering the potential for loss of life/property/environment and the potential ramifications of this Council decision, does Council feel that there should be a formal record of the meeting and in particular the written position of DFES?	The President advised that the Council report is the record. The Shire held a meeting with a DFES officer who provided expert advice. The advice is reflected in the report to Council.
2.	To enable ratepayers to better understand how the Council spends their revenue will Council undertake to publish a one page summary sheet with the rates notice and on the website to show simplistically where monies are spend e.g. for every \$100 of expenditure that "x" number of dollars goes towards roads, sport and rec etc?	<p>The President advised that the Shire does provide such information and has for a number of years. He agreed that it is useful information that should be provided and the Shire will continue to provide it into the future.</p> <p>The CEO advised that the Shire has previously used graphics to explain where each of the dollars and cents go. Because the information that was being</p>

		packed into the envelope with the rates notice was getting so big it was reduced in size. This year the Shire is planning to present something in a more graphical format.
Jacki Le Page – Swan View		
1.	Can staff reconsider my previous concerns in September 2016 relating to a neighbour carrying out alleged unauthorised site works directing all stormwater into our property which is eroding our creek and a retaining wall within the creek?	The CEO advised that officers have been responding to concerns and have conducted a number of site visits. The CEO received an email from Ms Le Page last week which will be responded to.
2.	Can we have the Shire's help to clean out our open drain/creek after sediment has washed down from nearby works?	The Shire President advised that this matter could be discussed at a meeting with Shire officers relating to these issues.
3.	How much did it cost the Shire in regards to action through SAT for Council and creek issues for 66a and 66b Swan View Road in the past?	This question was taken on notice.
4.	How much would it cost the Shire to send an excavator for half a day to clear my creek sediment?	The CEO advised that first of all the Shire would have to determine whether the Shire has the responsibility, but in terms of the cost, that would be taken on notice. All of the matters raised at this Council meeting relating to this issue, which have been raised in an email to the CEO from Ms Le Page, will be responded to. If at any point there is something that is seen to be the responsibility of the Shire, the Shire will then determine what action is required.

6.0 APPLICATIONS FOR LEAVE OF ABSENCE

6.1 Application for Leave of Absence – Cr Lynn Fisher

Cr Fisher has advised of her request for leave of absence from 13 April 2018 to 4 June 2018 (inclusive).

COUNCIL DECISION MOTION			C1.04.18
Moved by	Cr Fisher	Seconded by	Cr Jones

That Cr Fisher be granted leave of absence from all meetings of Council held between 13 April 2018 to 4 June 2018 (inclusive).

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

7.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

COUNCIL DECISION RECOMMENDATION			C2.04.18
Moved by	Cr Russell	Seconded by	Cr Fox

That the Minutes of the Ordinary Council Meeting held 13 March 2018 be confirmed.

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

8.0 PRESENTATIONS

8.1 Deputations

1. Emily Pink Item 10.1 Proposed Telecommunications Installation – 21 (Lot 5) Chidlow Street, Mt Helena ‘Elsie Austin Recreation Ground’.

COUNCIL DECISION MOTION		C3.04.18	
Moved by	Cr Jones	Seconded by	Cr Russell

That Emily Pink’s deputation be extended by a further 3 minutes.

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

2. Addy Van Dalen Item 10.1 Proposed Telecommunications Installation – 21 (Lot 5) Chidlow Street, Mt Helena ‘Elsie Austin Recreation Ground’.
3. Joan Quinn Item 10.1 Proposed Telecommunications Installation – 21 (Lot 5) Chidlow Street, Mt Helena ‘Elsie Austin Recreation Ground’.
4. Michael Clipper Item 10.4 Proposed Closure of Right of Way Lot 66 Bilgoman Road, Glen Forrest - Request to Commence Consultation

8.2 Petitions

Cr Fisher presented a petition from John and Myra Rhodes of Mount Helena with the following request:

“We the undersigned, being residents/ratepayers of the Shire of Mundaring are opposed to the closure of William Road in Mount Helena, as we use it regularly and it would inconvenience us greatly.

Your petitioners therefore respectfully request that the Shire of Mundaring oppose the closing of William Road in Mount Helena ”.

COUNCIL DECISION RECOMMENDATION		C4.04.18	
Moved by	Cr Fisher	Seconded by	Cr Russell

That the petition be received and referred to the CEO for action.

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

8.3 Presentations

Nil

9.0 REPORTS OF COMMITTEES

9.1 Reports of Audit and Risk Committee 20 February 2018

Please note: The '**ATTACHMENTS**' referred to in the following Committee report/s refer to the unconfirmed minutes of the Committee meeting and not the Council meeting. (**see Audit & Risk Committee Minutes here**).

ARC3.02.18 - Policy Review - OR-01 Attendance by Elected Members at Conferences

File Code	OR-OPP1
Author	Stan Kocian, Manager Finance and Governance
Senior Employee	Paul O'Connor, Director Corporate Services
Disclosure of Any Interest	Nil
Attachments	<ol style="list-style-type: none">1. OR-01 Attendance by Elected Members at Conferences (Current) ⇒2. OR-01 Revised Attendance by Elected Members at Conferences (Tracked Changes) ⇒3. OR-01 Revised Attendance by Elected Members at Conferences (Final Draft) ⇒

SUMMARY

The Committee is requested to consider the review of Policy OR-01 – Attendance by Elected Members at Conferences and recommend it to Council for adoption.

BACKGROUND

Policy OR-01 – Attendance by Elected Members at Conferences establishes the standards for the attendance for elected members at both intrastate and interstate conferences and the reimbursement of expenses incurred during the attendance of such conferences.

The policy was last reviewed in March 2010.

A review of Policy OR-01 was presented to the Audit and Risk Committee on 15 August 2017. The Committee decided to defer the item to enable advice to be provided on proposed changes and questions which have been addressed in the comments section.

STATUTORY / LEGAL IMPLICATIONS

Section 5.98 (2), (3) and (4) of the *Local Government Act 1995* deals specifically with expenses reimbursed to elected members as detailed below.

(2) *A council member who incurs an expense of a kind prescribed as being an expense —*

(a) to be reimbursed by all local governments; or

(b) which may be approved by any local government for reimbursement by the local government and which has been approved by the local government for reimbursement,

is entitled to be reimbursed for the expense in accordance with subsection (3).

(3) A council member to whom subsection (2) applies is to be reimbursed for the expense —

(a) where the extent of reimbursement for the expense has been determined, to that extent; or

(b) where the local government has set the extent to which the expense can be reimbursed and that extent is within the range determined for reimbursement, to that extent.

(4) If an expense is of a kind that may be approved by a local government for reimbursement, then the local government may approve reimbursement of the expense either generally or in a particular case but nothing in this subsection limits the application of subsection (3) where the local government has approved reimbursement of the expense in a particular case.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

The revised policy reduces the standard annual expense allocation for each elected member to attend conferences from \$4000 to \$3000. This reduction reflects Council's agreement during deliberations in forming the 2017/18 Corporate Business Plan and Budget to reduce their annual allocation for conferences by 25%.

However the revised policy now provides for elected members to attend the annual WALGA Convention (at an estimated cost of \$1350 per elected member) in addition to the annual elected member allocation. This will offset the identified saving from 2017/18 and potentially exceed the budget allocation overall.

The cost of attendance by the President or Deputy President at the annual National General Assembly of Local Government to be met from the Shire is estimated at \$3500.

Previously this cost and the WALGA Convention costs were covered under the total budget item as traditionally elected members do not expend their full training allowance.

If all elected members attended the WALGA Convention and the President or Deputy President attended the National General Assembly then an additional \$19,700 needs to be provided in the 2018/19 budget to cover the potential costs.

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 1 - Governance

Objective 1.1 – A fiscally responsible Shire that prioritises spending appropriately

Strategy 1.1.4 – Practice effective governance and financial risk management

SUSTAINABILITY IMPLICATIONS

Nil

RISK IMPLICATIONS

Risk: Non-compliance with Section 5.98 of the <i>Local Government Act 1995</i>		
Likelihood	Consequence	Rating
Possible	Minor	Moderate
Action / Strategy		
An up to date policy to facilitate good governance, ensuring transparency, and accountability.		

Financial

Risk: Total cost of conferences exceeds annual budget allocation		
Likelihood	Consequence	Rating
Possible	Minor	Moderate
Action / Strategy		
An up to date policy that stipulates the standard annual expense allocation for each elected member to attend conferences to enable accurate budget forecasts.		

EXTERNAL CONSULTATION

Nil

COMMENT

Policy OR-01 has been reviewed. The following amendments of substance are proposed:

- reduce the standard annual expense allocation for each elected member to attend conferences from \$4000 to \$3000. This reduction reflects Council's agreement during deliberations in forming the 2017/18 Corporate Business Plan and annual budget to reduce their annual allocation for conferences by 25%;

- exclude the cost of attendance at the Annual WALGA Convention for elected members from the individual elected member allocation, with the cost of an estimated \$1350 per elected member, being met by the Shire;
- exclude the cost of attendance by the President or Deputy President at the Annual National General Assembly of Local Government from the individual elected member allocation, with the cost estimated to be \$3500 to be met from the Shire;
- remove reference to travel by motor vehicle for interstate conferences;
- provide more clarity around the circumstances in which accommodation will be provided at conferences, including the standards of accommodation that the Shire will cover the cost of; and
- remove the reference to cash advances being provided by the Shire for incidental expenses.

Attached are the current Policy, a tracked changes version and the draft final version for the Committee's consideration and recommendation to Council.

VOTING REQUIREMENT

Simple Majority

ARC3.02.18 – Policy Review - OR-01 Attendance by Elected Members at Conferences

COMMITTEE RECOMMENDATION

That Policy OR-01 – Attendance by Elected Members at Conferences be amended to include the cost of attendance at the Annual WALGA Convention for elected members is funded from the individual elected member allocation.

Please note:

The CEO advised that as the entire committee recommendation was not included in the Council agenda, this item is withdrawn and will be presented to the 8 May 2018 Council meeting for consideration.

10.0 REPORTS OF EMPLOYEES

10.1 Proposed Telecommunications Installation - 21 (Lot 5) Chidlow Street, Mount Helena 'Elsie Austin Recreation Ground'

File Code	Ch 5.21/8
Author	Sarah Morgan, Co-ordinator Statutory Planning
Senior Employee	Mark Luzi, Director Statutory Services
Disclosure of Any Interest	N/A
Attachments	<ol style="list-style-type: none">1. Attachment 1 - Development Plans ↓2. Attachment 2 - Location Plan ↓3. Attachment 3 - Photo Montages ↓4. Attachment 4 - APZ ↓5. Attachment 5 - Existing Telstra Next G Indoor Coverage ↓6. Attachment 6 - Proposed Telstra Next G Indoor Coverage ↓

Landowner	Shire of Mundaring
Applicant	Aurecon Australasia
Zoning	Recreation (Local Reserve)
Area	3.79ha
Use Class	N/A – Development on a Local Reserve

SUMMARY

The applicant seeks approval to install a 35m high telecommunication installation and associated infrastructure for Telstra mobile phone communication at Lot 5 (21) Chidlow Street, Mount Helena, also known as the Elsie Austin Recreation Ground (refer to Development Plans – **Attachment 1**).

The position of the proposed infrastructure aligns with the intent of Shire Policy PS-04 Telecommunications and the relevant State Planning Policy in that it is well setback from adjoining properties and does not detract from the prevailing visual amenity.

The application was advertised for public comment. A total of 15 submissions were received with 12 (80%) submissions objecting to the proposal.

As the proposal is positioned to minimise the visual impact on surrounding residents and fulfils a broader community need for improved digital connectivity, it is recommended that Council approves the application subject to conditions.

BACKGROUND

Representatives from Telstra have been liaising with Shire staff since 2013 with respect to finding a suitable site for this proposed installation. Several other locations were investigated but ultimately deemed unsuitable.

Description of Subject Land

The subject land is a Local Reserve for the purposes of Recreation. The site is owned in freehold by the Shire. The lot is 3.79ha in area, and has frontage to Chidlow Street to the east and Austin Close to the north (Refer to Location Plan – **Attachment 2**). It abuts residential zoned land containing both houses and grouped dwellings for aged persons to the immediate north, south-west and east, and a reserve for conservation. Vehicular access is available via Coyne Street to the south and via the main access and car park from Austin Close to the north.

The eastern side of Chidlow Street contains some community facilities including a seniors respite centre, small private school and church, a standalone church and a playgroup/kindergarten. Eastern Hills Senior High School and Mount Helena Primary School are some 400m or more to the east.

The lot contains an oval with cricket nets, club rooms, community pavilion, toilet block and four tennis courts. The lot also contains a community hall and fire station. The lot is used for both passive and active recreation purposes, and in particular for children's organised sports including tennis, football, cricket and athletics.

Description of Proposed Telecommunications Installation

The proposal involves:

- a grey coloured monopole with antennas in a circular head frame, total height of 35m;
- outdoor cabinets/equipment shelter at ground level;
- 3.5m high and 4.5m x 7.7m wide colorbond roofed brick compound, the northern wall to act as a tennis 'hit-up' wall; and
- ancillary equipment associated with operation of the facility.

The selected site is a level, cleared area between the tennis courts and the underground wastewater irrigation area that services the nearby pavilion. It is setback approximately 20m from the closest trees and some 60m from the creek to the west.

The applicant advises that access to the site does not need to be built or upgraded for either the construction phase or maintenance.

Ownership and Lease tenure

The subject site is a freehold lot owned by the Shire. The application has been signed without prejudice by the Chief Executive Officer, as a landowner representative, to allow Council to consider the planning merits or otherwise of the proposal.

If planning approval is issued, a 42sqm portion of this lot could be leased by the Shire directly to Telstra.

Importantly, Council must determine the application on its planning merits alone. Council would err in law if its decision was based upon the prospect of any financial gain.

Should Council approve the installation based upon planning merits, a separate Council resolution would need to be made in relation to lease arrangements.

STATUTORY / LEGAL IMPLICATIONS

- *Telecommunications Act 1997*
- *Planning and Development Act 2005*
- *Planning and Development (Local Planning Schemes) Regulations 2015* ('the Regulations')
- *Local Planning Scheme No. 4 (LPS 4)*

POLICY IMPLICATIONS

- *State Planning Policy 5.2 Telecommunications Infrastructure*
- *State Planning Policy 3.7 Planning in Bushfire Prone Areas*
- *Western Australian Planning Commission Guidelines for Planning in Bushfire Prone Areas*
- *Shire of Mundaring Policy PS-04 – Telecommunications*
- *Shire of Mundaring Policy PS-01 – Advertising Planning Applications*

FINANCIAL IMPLICATIONS

Should Council resolve to refuse or conditionally approve the proposal, the applicant may have a right of review through the State Administrative Tribunal (SAT), which will incur legal costs for the Shire.

As the Shire is the landowner, even if an appeal were lodged, and was successful, the Shire as the landowner could refuse to enter into a lease. Hence, it is unlikely the applicant would pursue an appeal in this instance.

While concerns have been raised by the Shire's Operations Service in relation to the potential impact the installation may have on existing Shire infrastructure (drainage, lighting, ATU etc) and the indirect costs that the Shire may be exposed to if these are not properly protected or managed both during the construction and operation phase, these matters are not insurmountable and would be appropriately addressed as part of future lease terms and conditions.

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 4 - Built environment

Objective 4.3 – Reliable digital services and power supply

Strategy 4.3.1 – Lobby to achieve comprehensive and reliable digital connectivity across the Shire

A key point of the Shire's Strategic Community Plan - Mundaring 2026 is to ensure "balanced development" occurs in a manner which protects the environment and maintains the hills/village lifestyle (page13). The proposal is considered to have a negligible detrimental impact upon the environment and hills village/lifestyle.

The proposed development is also consistent with Objective 4.3.1 of the abovementioned Plan, namely 'Lobby to achieve comprehensive and reliable digital connectivity across the Shire' in order to have 'Improved internet and mobile phone coverage' as a community outcome.

Similarly the proposal is consistent with Shire's Local Planning Strategy objective 4.6.7 from section 6.16 'Transport, infrastructure and community facilities' as follows:

"Advocate measures to eliminate broadband black spots and meet contemporary requirements for fast, reliable internet access across the whole Shire."

The Local Strategy Background Document explains the importance of telecommunications in the Shire. The formulation of the abovementioned objective is also derived from the following statement:

"The quality of telecommunications services throughout the Shire of Mundaring is generally good. However for some residents in more remote locations, internet speeds are known to be much lower, particularly when located more than 5 km from a telephone exchange. There are also instances throughout the Shire of 'pair gain' telephone service, where two or more subscribers share one telephone line and which, in its basic form, is unsuitable for accessing broadband services.

Broadband internet access is available throughout most of the Shire, but there are a number of broadband "black spots". Broadband internet access is important to many businesses, including home-based businesses, as well as for residents of the Shire who 'telecommute'. A recent survey carried out by the EMRC [Eastern Metropolitan Regional Council] identified problems experienced by many residents of the Shire and identified several broadband black spot clusters in the hills portion of the Shire. Measures need to be taken to eliminate broadband black spots and meet contemporary requirements for fast, reliable internet access."

Whilst the proposal is a mobile phone station, it will also provide for improved internet and data use.

SUSTAINABILITY IMPLICATIONS

Environmental impacts

The environmental impacts involved in the modification of vegetation associated with the development are negligible, as discussed further in this report.

Economic impacts

The proposal would facilitate improved Telstra mobile phone network coverage to the area and surrounds, which will support business and home based business, emergency services and the community generally.

Social impacts

Some sections of the community are concerned regarding perceived public health risks associated with exposure to electromagnetic energy (EME). The State Planning Policy states that the alleged public health impacts associated with telecommunication installations are not a matter to be considered as part of the planning application process. This matter is addressed in more detail later in this report.

The social benefits of improved access to mobile phone technology may include, but are not limited to a reduction in social isolation, improved ability for individuals to better communicate and network with others, and improved opportunities to share and research information.

RISK IMPLICATIONS

Risk: Reputational, Financial Impact:

If Council refuses a compliant and reasonable application for telecommunications given its commitments made in the Community Strategic Plan to advocate for improved digital connectivity; and

If Council refuses a compliant and reasonable application for telecommunications and the applicant request a review at SAT, legal costs will be incurred for the Shire.

Likelihood	Consequence	Rating
Almost Certain	Insignificant	Moderate

Action / Strategy

Risk can be mitigated by way of Council approving the application.

Risk: Reputational – if Council approves the application and does not address perception issues regarding community health.

Likelihood	Consequence	Rating
Likely	Insignificant	Low

Action / Strategy

This risk is a community perception. Effects on human health are an issue of federal regulation, beyond the jurisdiction of the Shire.

EXTERNAL CONSULTATION

Prior to preparing and lodging the planning application, the applicant sought guidance from the Shire about the possible sites available that would achieve their coverage requirements and would address planning requirements.

The initial enquiries related to other sites in the Mt Helena town site. For example, discussions occurred in relation to a 1418sqm Telstra owned site on the corner of Evans and Marquis Street. As the site is surrounded by similar sized Residential (R5) properties, Shire officers' preliminary advice was that an installation in this location (or similar) would pose a far greater visual impact on residents in the immediate vicinity and could be interpreted by Council as a 'Large Scale' Commercial installation, which could not be entertained in a Residential zone. It is important to note that applications on sites such as this could be referred to SAT and the Shire would no longer be the decision maker.

Other sites were considered, including alternative locations within the Elsie Austin Recreation Ground. Shire officers advised Telstra that, after some review, the selected site appeared a reasonable compromise between the various competing objectives of coverage, preservation of amenity and protection of environmental features, and therefore was sufficient to seek a Council decision on the planning merits.

It is also understood that the applicant has been discussing the matter with various groups including:

- The Mount Helena Residents and Ratepayers Association;
- The Stoneville and Parkerville Progress Associations; and
- The Mount Helena Volunteer Bush Fire Brigade.

At the time of lodging this application the applicant notified the Mount Helena Residents and Ratepayers' Association and provided them with plans.

Advertising

The application was formally advertised for public comment for a period of 21 days in accordance with the Shire's Policy PS-01 Advertising Planning Applications for a significant development application, in the following manner:

- Letters to landowners and occupiers within 300m of the proposed installation footprint;
- Letters to user groups of the recreation reserve and the Mount Helena Residents and Ratepayers Association;
- Signs on site; and
- Notice in the local newspapers.

15 submissions were received on the proposal. 12 submissions objected to the proposal.

Issue of Objection/ Reasons for Refusal	Times mentioned	% of objecting submissions
Inappropriate in a recreation area frequented by children	8	67%
Potential impacts on health	6	50%

Alternative sites should be considered	6	50%
Visual Amenity Concerns	5	42%
Conflicts with Industry Code ACCF C564-2004	2	17%
Same area was not allowed to be used by Little Athletics	1	8%
Safety Concerns from Youths Climbing	1	8%
Consultation undertaken during holiday period	1	8%
Inconsistent with State Planning Policy 5.2	1	8%

Three submissions raised no objections, and in general supported improvements to local telecommunications.

The relevant objections will be addressed throughout this report. The majority of the objecting submitters were concerned about the appropriateness of the facility close to an area frequented by children and its potential health impacts. Such submissions suggested it be placed somewhere else.

When deliberating on the issues raised in the submissions, Council must give due regard to the following matter for consideration from 'the Regulations':

“(x) the impact of the development on the community as a whole notwithstanding the impact of the development on particular individuals.”

Council must therefore consider the advantages and disadvantages to the larger community as a priority above and beyond the impact on individuals. Perceived impacts are therefore not a valid planning consideration.

The main reason cited for objection was that it is inappropriate to allow an installation such as that proposed in an area frequented by children. This was mentioned in 67% of objecting submissions. Some submitters expanded on this objection, based on their belief that such installations were harmful to human health. Some did not substantiate or expand on the objection. The perceived health impacts are unable to be given any weight in the deliberation of this application for the reasons discussed later in this report. No substantiation was provided to support the view that it is inappropriate for recreating children and mobile phone stations to be in relatively close proximity. As such, this objection cannot be given any weight.

In regards to objections received that consultation was undertaken during school holidays, it is noted that the application was accepted by the Shire on 19 December 2017. The Shire's Advertising Planning Applications Policy states that if applications are advertised during the period between 18 December and 8 January, then the advertising will be extended by 1 week. In this instance, given the potential contentious nature of the proposal, the Shire did not commence advertising until after the Christmas/New Year period, namely from 17 January until 12 February 2018. The applicant was agreeable to the application being determined at Council's April meeting, despite the 90 day timeframe being exceeded.

In regards to the objections citing that the proposal is in conflict with Industry Code of Practice "Mobile Phone Base Station Deployment" (ACCF C564-2004, now replaced by C564-2011), it is noted that this is not a planning statute and is therefore outside the jurisdiction of Council to consider.

Lastly, one of the objections included potentially defamatory and offensive comments/questions regarding potential financial gain to the Shire from Telstra. Whilst the objection has been included in the tally of objections, the comments are considered invalid, as per the Shire's Advertising Planning Applications Policy.

Department of Fire and Emergency Services (DFES):

The proposal was referred to the (DFES) in accordance with State Planning Policy 3.7 and the Western Australian Planning Commission's (WAPC) Guidelines for Planning in a Bushfire Prone Area. DFES advised (excerpt):

"Telecommunication towers in Bush Fire Prone Areas are critical infrastructure for firefighting communications and for providing warnings, information and communication channels for people in bush fire prone areas during bush fire emergencies.

DFES supports the Shire's 'precautionary approach' taken with respect to critical infrastructure associated with communications during emergencies.

Actions should be taken by owners/operators to reduce the risk of loss of such infrastructure and associated infrastructure from the effects of bush fire attack. An asset protection zone around underlying infrastructure should be required to support such services which are predominately structures and buildings. Essential equipment should be designed and housed in such a way as to minimise the impact of bush fires on the capabilities of the infrastructure to provide communications capability during bush fire emergencies."

The applicant has demonstrated to the Shire through its Bushfire Management Plan (BMP) that the Asset Protection Zone (APZ) as proposed will afford some protection to the infrastructure consistent with a manner that is considered 'best practice' in the Eastern States, although this is a relatively new area of bushfire consideration.

The Shire's Chief Bush Fire Control Officer supports the recommendations in the BMP. This and other bushfire considerations are discussed further in this report.

COMMENT

Telecommunications Act 1997

Nationally, telecommunications infrastructure is governed by the *Telecommunications Act 1997*. This is the overarching legislation. The main effect of this legislation is that there is a requirement for telecommunications infrastructure to comply with State (and local) planning and environmental approval procedures.

State Planning Policy (SPP) 5.2 Telecommunications Infrastructure

The State Planning Policy (SPP) acknowledges the importance of providing telecommunications services to the community through the rollout of new networks, but seeks for this to occur in a balanced manner that minimises the visual impact on the surrounding area.

The policy makes recommendations for decision makers to have due regard to:

1. provisions for local planning schemes;
2. the preparation of local planning policies;
3. information required to accompany applications for planning approval; and
4. visual impact assessment criteria.

Visual Impact

The fundamental issue with this application is the likely visual impact upon the locality. This was raised as a basis for considering refusal of the application in approximately half of the objections received. Given the proposed location is within the recreation ground, this report gives consideration to visual impact for people viewing from both within and outside the recreation ground.

The assessment criteria regarding location of infrastructure and visual impact within SPP 5.2 are as follows:

- a) be located where it will not be prominently visible from significant viewing locations such as scenic routes, lookouts and recreation sites;
- b) be located to avoid detracting from a significant view of a heritage item or place, a landmark, a streetscape, vista or panorama whether viewed from public or private land;
- c) not be located on sites where environmental, cultural heritage, social and visual landscape values may be compromised; and
- d) display design features including scale, materials, external colours and finishes that are sympathetic to the surrounding landscape.

Likewise, due regard should also be given to the visual impact assessment criteria in Shire Policy PS-04 Telecommunications:

1. Be located so as to minimise the visual impact of the telecommunications installation on the amenity of the area and any place included on the Shire's Municipal Inventory or Heritage List; and
2. Achieve appropriate setback distances from boundaries and access ways having regard to the visual amenity, protection of biodiversity values and the exposure to bushfire risk.

In the application planning report the applicant concludes that the proposed installation is unlikely to have a significant visual impact on the surrounding area. The 'Visual Landscape Assessment' section of the report includes the following justification:

"To ensure that a development blends with existing valued landscape character, it is necessary to identify the dominant visual components of the landscape. Elsie Austin Reserve is predominantly characterised by remnant bushland to the west and recreational infrastructure including open active and passive recreational areas, community facilities and parking areas to the east.

The low impact equipment shelter has a concealed roof to minimise bulk and is proposed to be externally colour-treated where visible drawing upon the dominant colours of the nearby vegetation and general colour theme of adjacent buildings. The entire compound area will incorporate a concealed roofed with minimal slope to deflect tennis balls.

It is noted that lighter colours such as the unpainted steel finish of the pole will be less noticeable when viewed against lighter backgrounds such as the sky. Any initial minor reflective properties quickly weather and fade to a 'milky' appearance not unlike zincalume sheeting. Telstra has additionally sought to install a circular headframe that allows the panel antennas and supporting infrastructure to be compactly arranged and for the overall height to be minimised."

After the close of advertising a summary of the submissions was presented to the applicant, and in response to visual amenity concerns the applicant further advised:

"We submit that the selected location is consistent with direction provided by the State Planning Policy specifically, it does not impact on a place of heritage significance and be prominently visible from significant viewing locations such as scenic routes, lookouts or otherwise impact on locally or regionally significant views.

We acknowledge that the State (Telecommunications Infrastructure) Planning Policy states that "*wherever possible*" such infrastructure should be sited to not be prominent from significant viewing locations such as recreation sites; however, it should be recognised that the greatest prominent [view] is from the tennis courts, car parking area and from behind the community hall and football club facilities. Notwithstanding our assertion that these locations are not significant in the context of the Policy, any visual impact is lessened due to the prevalence of existing lighting towers and built form. Furthermore, the precursor to this Policy statement is 'wherever possible'. In our assessment there is no other location on balance from which the infrastructure will be less visually prominent and still achieve coverage objectives.

Furthermore, the proposed monopole structure has been designed to the lowest necessary height to achieve the coverage objective. The SAT have provided clear direction on matters of height and visibility:

"While it is true that the tower will be higher than any other point in the immediate vicinity of the subject land, such height is an integral part of the successful functioning of the infrastructure, a matter recognised by SPP 5.2, cl 2.3 ('mounted clear of surrounding obstructions')."

"The planning framework does not require the tower to be invisible."

"The fact that part of the proposed development will be visible does not, of itself, mean that the proposed development will have a negative impact on the visual amenity of the locality."

We submit that that on balance the visual impact of the proposed facility does not outweigh the community benefit the technology will bring."

The application included several photo montages of the proposed installation from four locations, showing the visibility of the tower from the adjoining roads (refer to **Attachment 3**). The photos were taken using a drone at a height of 35m above the proposed installation, shown as a star symbol on the plan. The monopole was then superimposed on these photos using the drone point. (Photomontages 1 - 3 of a monopole of the Telstra exchange site on Marquis Street were also included by the applicant in the planning application, however this site is not for Council to consider in this application).

Figure 13 photo was taken from Coyne St (photo location 6) which is used for vehicle and pedestrian access to the southern part of the recreation ground. The photo illustrates that only the upper portion of the installation is visible above the tree line, and the upper portion is somewhat obscured by a tree in the immediate foreground.

Figure 12 photo was taken from Chidlow Street in front of the fire station (photo location 5): only the upper half of the installation is visible.

Figure 11 photo was taken from Austin Close at the entry to the car park (photo location 4): only the top section containing the antennas is visible.

Figure 14 photo was taken from Austin Close in front of the tennis courts (photo location 7) and No. 6 Austin Close, of which the landowner has objected to the proposal. This photo montage has not included the compound which includes the brick tennis hit up wall being 3.5m high and 7.7m wide, which would obscure the base of the installation. While the structure is well setback, it will be visible from this perspective.

The visual impact, as shown in the photo montages, suitably demonstrates that the proposed installation would not significantly detract from the landscape from most of the perspectives from its surroundings. This conclusion includes consideration of SAT's determinations mentioned above by the applicant, in that it is not expected to be invisible and that being visible does not necessarily mean it will have a negative impact on the visual amenity of the area.

The Regulations define amenity as 'all those factors which combine to form the character of an area and include the present and likely future amenity.' The amenity of this locality can be described as a combination of a parkland cleared site with some perspectives of heavier vegetation, combined with a number of dispersed man-made facilities and structures that are synonymous with recreation grounds, such as community buildings, tall lights and mesh fencing, hardstand tennis courts, cricket nets, football goal posts and a sealed car parking area. Located on the periphery are other non-residential community uses such as the hall, fire station, school, playgroup, child care and a church.

Recreational grounds can be suitable for telecommunications installations as they are not dissimilar to tall lighting towers and provide an opportunity to achieve greater separation distances to houses, providing space to retain and improve vegetative screening. Their operation does not interfere or conflict with recreational activities. There are multiple examples in the metropolitan area of such installations being approved at recreation grounds where it was concluded to meet the visual amenity criteria amongst other matters. Some examples include, but are not limited to:

- George Spriggs Reserve, Pickering Brook Road, Pickering Brook
- Stirling Leisure Centre, 60 Alexander Drive, Inglewood
- HBF Arena, Kennedy Drive, Joondalup

- Crimea Reserve, Driscoll Way, Morley (not yet erected, approval granted by SAT, installation to replace and include oval lighting)
- Percy Doyle Reserve, 46 Warwick Road, Duncraig (immediately adjacent to tennis courts and similar distance to the closest house to this proposal)
- Laurie Strutt Reserve, 30 Elvirie Street, Watermans Bay (houses within approximately 30m of installation).

When considering the potential impact from the most important vistas within the site, the pavilion and club house buildings are designed and orientated so users can enjoy wide views across the oval framed by mature vegetation. Importantly, the position of the proposed installation is out of view in this vista from these facilities. It will be unavoidable for the tennis court users to view the installation, however the predominant viewing area is the pavilion from where it will be unable to be viewed.

Regarding visual impact for the residents of nearby dwellings, the closest residences to the proposed installation are both 95m away, on Chidlow St and Austin Close (a no through road). The Chidlow Street residence has no direct views to the recreation ground, and no submission was received from residents in this grouped dwelling complex. A resident directly across the road from the site currently enjoys unrestricted views of the recreation complex from the front and side garden, front veranda and two of the three major openings (windows) of the house (Figure 14 photo). The proposed installation will not be heavily obscured by trees or buildings as it is with the other perspectives. The landowner has objected, citing several reasons, including a detrimental impact upon visual amenity. He has also stated that if the application is approved, it should be conditional upon mature landscaping being planted on the Shire's recreation land opposite and that he be consulted regarding its type and location prior to planting.

The exposed nature of the installation from the Austin Close perspective does not mean the proposal does not accord with planning objectives to minimise visual impact. The immediate view is of recreation infrastructure, including tennis courts and tall lights, all man made visuals, with the bush/trees in the conservation reserve forming the backdrop. This viewing perspective could not be referred to as 'significant' in accordance with SPP 5.2. Austin Close is a no through road serving five residential lots for which the Shire has no traffic counts due to its insignificance as a traffic generator. The objector may be of the opinion that the view is significant and that it is an important landscape which should remain unchanged, however this is a personal opinion and one not able to be substantiated given the majority of the elements are man-made, not natural. The significance of a view, which includes an analysis of man-made elements versus natural elements, was a critical consideration in a recent SAT decision (15 February 2018) to approve a 30m NBN telecommunications installation in a semi-rural area within the City of Swan.

Notwithstanding that the proposal is considered compliant with the visual amenity criteria, it is considered a reasonable request from the Austin Close resident for tree planting to assist in reducing the potential visual impact when viewed from this location. The applicant has been advised of the objection and raised no objection to a condition of approval for an additional two street tree plantings along Austin Close.

Therefore, in respect of the visual assessment criteria listed above, the setbacks to nearby streets and dwellings and the provision of the photo montages, it is concluded the installation will not be visually obtrusive.

Local Planning Scheme No. 4 (LPS 4)

The proposal has been assessed against relevant objectives and development provisions of LPS4 as follows:

<i>Local Planning Scheme No. 4</i>	
Scheme Requirement / Clause	Assessment / Comment
<p>3.4 Use and development of Local Reserves</p> <p>3.4.2 In determining an application for planning approval the Shire is to have due regard to:</p> <p>(b) the ultimate purpose intended for the Reserve</p>	<p>The purpose of the reserve is for Recreation. The proposed location of the installation has been sited such that it will not interfere with recreational activities. Additionally, the northern wall of the proposed compound has incorporated a tennis 'hit up' wall. Telecommunications installations are commonly located on recreation reserves to enable greater separation distances from residential land uses, take advantage of vegetative screening and not impact upon recreational uses.</p>
<p>6.5 Bushfire Hazard</p> <p>6.5.6 An application for development approval must be accompanied by:</p> <p>(a) a bushfire attack level assessment carried out in accordance with the methodology contained in the Planning for Bush Fire Protection Guidelines (2010); and</p> <p>(b) a statement or report that demonstrates that all relevant bushfire protection acceptable solutions, or alternatively all relevant performance criteria, contained in the Planning for Bushfire Protection Guidelines (2010) have been considered and complied with, and effectively address the level of bush fire hazard applying to the land.</p> <p><i>Planning and Development Regulations (Local Planning Schemes) (2015) deemed provisions</i></p> <p>Part 9 Clause 67 - Matters to be considered by local government:</p> <p>(c) any approved State planning policy;</p>	<p>A Bushfire Management Plan has been submitted with the application which contains a BAL (bushfire attack level assessment). Bushfire issues are discussed in more detail in this report, however it is concluded that the development is compliant.</p> <p>(c) the proposal is compliant with SPP 5.2 (Telecommunications) and SPP 3.7 (Bushfire).</p>

<p>(g) any local planning policy for the Scheme area;</p> <p>(j) in the case of land reserved under this Scheme, the objectives for the reserve and the additional and permitted uses identified in this Scheme for the reserve;</p> <p>(m) the compatibility of the development with its setting including the relationship of the development to development on adjoining land or on other land in the locality including, but not limited to, the likely effect of the height, bulk, scale orientation and appearance of the development</p> <p>(n) the amenity of the locality including the following –</p> <p>(i) environmental impacts of the development;</p> <p>(ii) the character of the locality;</p> <p>(iii) social impacts of the development;</p> <p>(o) the likely effect of the development on the natural environment or water resources and any means that are</p>	<p>(g) the proposal is compliant with the Shire's LPP Telecommunications</p> <p>(j) the site is a Local Reserve for the purposes of Recreation (refer to comments above under '3.4 Use and development of Local Reserves'). Uses on a Local Reserve are not included in the zoning table of LPS4, and therefore any proposed use or development on a Local Reserve requires planning approval.</p> <p>(m) as outlined previously in this report, it is concluded that the proposal is compatible in its setting and is not visually obtrusive.</p> <p>(n) refer to (m) above.</p> <p>(i) there are no environmental impacts anticipated.</p> <p>(ii) the term 'character' is referred to in the definition of 'amenity' from the Regulations as 'amenity means all those factors which combine to form the character of an area and include the present and likely future amenity.'</p> <p>As discussed previously, the proposed installation accords with the prevailing amenity or character.</p> <p>(iii) The overall social impacts are considered to be beneficial, and improved access to internet technology can facilitate a reduction in social isolation, individuals are better able to communicate and operate home based business, and improved opportunities to share and research information.</p> <p>(o) There are no impacts on water resources and the natural environment.</p>
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<p>proposed to protect or to mitigate impacts on the natural environment or the water resource;</p> <p>(r) the suitability of the land for the development taking into account the possible risk to human health or safety;</p> <p>(v) the potential loss of any community service or benefit resulting from the development other than potential loss that may result from economic competition between new and existing businesses;</p> <p>(x) the impact of the development on the community as a whole notwithstanding the impact of the development on particular individuals;</p>	<p>(r) The alleged detrimental health implications of EME's are not a valid planning consideration as this is regulated by federal legislation. In contrast the proposed installations could improve community safety due to the importance of communications during emergency events, particularly bushfires.</p> <p>(v) The proposal will not compromise or impede the continued recreational use of the locality, with the exception of a small portion of land on the site currently underutilised. Community benefit is elaborated on below.</p> <p>(x) Attachments 5 and 6 illustrate the existing Telstra (Indoor) coverage and the increase expected as a result of the installation. It is noted that coverage will extend and improve services to residents as far as Stoneville Road in an approximate radius of 3km from the site. Coverage details of other providers are, due to commercial confidentiality, unable to be presented however the applicant advises that, based on their knowledge of the locality, the three mobile providers generally share existing facilities and it is likely that, if approved, the other two providers (Optus / Vodafone) will also seek to co-locate on the proposed installation. An installation of this nature, within the Mt Helena town site will therefore become a catalyst for further enhancements of telecommunication services in the area.</p> <p>In relation to particular individuals, the tennis club and the individual landowners located closest to the proposed installation have objected, however the objections have not</p>
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	<p>been able to be substantiated enough to the point that they could be used for grounds for refusal, given the reasons discussed above, in particular with regards to visual amenity. The impact of the development on the community as a whole will include improved communications, a desired objective within the Local Planning Strategy and the Mundaring 2026 Community Strategic Plan.</p>
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Bushfire Issues

As mentioned previously, the Department of Fire and Emergency Services (DFES) advised that such infrastructure is critical in times of bushfire emergency. DFES raises no objection to the proposal and agrees with the Shire that an Asset Protection Zone (APZ) around the installation should be implemented. An APZ is an area surrounding usually habitable structures, where the area must be maintained as low threat vegetation in a minimal fuel condition.

Consistent with the advice of DFES, the Shire's Chief Bush Fire Control Officer also supports the application.

The submitted Bushfire Management Plan (BMP) depicts an APZ of 27m for BAL-29 measured from the proposed compound fence (Refer **Attachment 4**). Whilst the APZ is within the adjacent conservation reserve and encroaches into the vegetative area, all that is required is trimming limbs within 2m of the ground, removing surface fuels including long grass and establish managed grass under the tree canopy. The APZ does not intrude into the 20m development setback to the creek within this conservation reserve and no trees will need to be removed. As a result these measures will contribute to improved bushfire safety, also for the pavilion and clubhouses if a bushfire threat is from this direction.

When researching best practice across Australia, only New South Wales (NSW) appears to mandate APZ's for this type of infrastructure. The NSW Rural Fire Service recommends implementing an APZ equating to BAL-40. However it is recommended that the Shire take a precautionary approach and if the application is approved, the 24.8m BAL-29 APZ should be implemented to afford the highest level of protection. This is consistent with the recommendations of the BMP and previous Council approvals for similar telecommunications installations.

It is important to note that a BAL was undertaken in accordance with Australian Standard AS3959 and SPP 3.7 for assessment and compliance purposes, however the applicant advises that the ground level infrastructure and the monopole are designed and manufactured well in excess of the highest BAL standard within AS3959. In addition, BAL's generally relate to structures that people can shelter in, unlike this proposal. Accordingly if the application is approved, no condition to construct to a particular BAL is recommended, only an APZ condition.

Requirements for bushfire safety from the relevant planning statutes have been satisfied, namely the provisions of LPS4, SPP 3.7 and the WAPC's Guidelines for Planning in Bushfire Prone Areas.

Health Impacts from Electromagnetic Energy

Public submissions raised concerns about the potential adverse health effects of electromagnetic energy emitted.

The Australian Radiation Protection and Nuclear Safety Agency (ARPANSA) sets standards for emissions from telecommunications installations. The ARPANSA “National Broadband Network Fixed Wireless Base Stations and Health” Fact Sheet states:

“The RF [Radio Frequency] EME [Electromagnetic Emissions] emissions from mobile phone base stations and other communications installations are regulated by the Australian Communications and Media Authority (ACMA). The ACMA’s regulatory arrangements require NBN base stations to comply with the exposure limits in the ARPANSA RF Standard. The ARPANSA Standard is designed to protect people of all ages and health status against all known adverse health effects from exposure to RF EME. The ARPANSA Standard is based on scientific research that shows the levels at which harmful effects occur and it sets limits, based on international guidelines, well below these harmful levels.”

In its planning report the applicant states that the maximum predicted EME will equate to 0.045 % of the maximum exposure limit (where 100% of the limit is still considered to be safe).

Fundamentally, SPP 5.2 limits the scope of planning decisions to exclude perceived health risks. A relevant extract from part 3.1 Electromagnetic Emissions (EME) from SPP 5.2 is as follows:

“Standards set by ARPANSA incorporate substantial safety matters to address human health and safety matters; therefore it is not within the scope of this Policy to address health and safety matters. Based on ARPANSA’s findings, setback distances for telecommunications infrastructure are not to be set out in local planning schemes or local planning policies to address health or safety standards for human exposure to electromagnetic emissions.”

Within the context of this application Council must make its decision based upon the current WA planning framework, which in this instance does not support speculation on potential health issues. Effects on human health from electromagnetic emissions are an issue of federal regulation, beyond the jurisdiction of the Shire. Council is obliged to give due regard to the guidance provided by the SPP.

It is recommended that should Council approve the application, an advice note be inserted on the decision for the applicant to adhere to the latest guidelines set by ARPANSA for EME emissions and monitoring.

Co-location and Other Sites

SPP 5.2 requires proposed installations to be co-located with existing infrastructure wherever possible. The application report identifies 5 existing telecommunications facilities that are closest to the proposed coverage area for Mt Helena, ranging from 2.9km to 5km away, but concluded that none were suitable for Telstra’s desired coverage objectives, particularly for low-lying locations near the Mt Helena village centre.

The application contains information regarding the scope of works by the applicant involved in selecting the most appropriate site for the proposal. The applicant describes ten technical and non-technical criteria which include operational, geographical and other factors which influence the final location. The justification provided in the accompanying planning report as to why this site was concluded to be the most appropriate as opposed to other sites, is considered acceptable.

Further, it is against a fundamental planning principle to refuse an application based on another site being perceived as being more suitable. The individual site-specific merits or non-merits of the proposal must be determined and relayed in a decision. It is for this reason that the public submissions received requesting it be moved elsewhere should not form part of a reason for refusal.

Youth Safety

A concern was raised by the Mount Helena Residents and Ratepayers Association that the proposal will put the youth of Mount Helena at risk, (as they could be tempted to climb up the tower) and this would put the Shire into a position of liability, let alone present safety issues. This matter is speculative, and as a consequence cannot form part of a reason for refusing the proposal on planning grounds. However these concerns are noted. Should Council support the planning application, these concerns will be considered by the Shire as part of discussions regarding the lease.

Conclusion

After considering the content of this report, most notably the assessment of visual amenity and the community benefit for improved telecommunications in the area, it is recommended that Council approves the proposed telecommunications installation at 21 Chidlow Street, Mount Helena, subject to conditions.

VOTING REQUIREMENT

Simple Majority

MOTION RECOMMENDATION

Moved by	Cr Fisher	Seconded by	Cr Fox
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That Council grants planning approval for the proposed Telecommunications Installation at 21 (Lot 5) Chidlow Street, Mount Helena, subject to the following conditions:

1. The development shall comply with the approved plans (including any amendments marked in red) unless approval is granted by the Planning Service for any minor variation made necessary by detailed design;
2. Prior to obtaining a building permit or commencing site works, the landowner/applicant shall submit and obtain Local Authority approval of a construction management plan detailing measure to minimise nuisance to neighbours and recreation users (including dust, noise, waste and vehicle parking) during site works and construction. Works shall thereafter be completed in accordance with the approved construction management plan;
3. An Asset Protection Zone corresponding to BAL-29 shall be established prior to construction and the property thereafter maintained in accordance with the Bushfire Management Plan approved by the Shire;
4. A Landscape Plan shall be submitted to the satisfaction of the Shire prior to applying for a building permit. The Landscape Plan shall include
 - a) a habitat tree survey relating to the Asset Protection Zone;
 - b) specify the native vegetation to be retained and/or modified;
 - c) propose two additional street tree plantings within the verge of Austin Close positioned so as to assist in obscuring the view of the proposal from 6-8 Austin Close; and
 - d) a schedule of timing of implementation of works, to the satisfaction of the Shire. Works specified within the Shire approved Landscape Plan must thereafter be implemented and maintained in accordance with the approved plan to the satisfaction of the Shire; and

Native vegetation shall be retained. Prior to the commencement of works the applicant/landowner shall identify fence or otherwise mark native vegetation and any mature trees to be protected during site works and construction to the satisfaction of the Shire.

Advice Note

The development must operate at all times in accordance with the operational standards (and monitoring) set by the Australian Communication and Media Authority and the Australian Radiation Protection and Nuclear Safety Agency.

7.25pm Meeting Procedures Local Law Suspended

COUNCIL DECISION MOTION		C5.04.18	
Moved by	Cr Russell	Seconded by	Cr Fisher

That Meeting Procedures be suspended.

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

7.28pm Meeting Procedures Local Law Resumed

COUNCIL DECISION MOTION		C6.04.18	
Moved by	Cr Russell	Seconded by	Cr Burbidge

That Meeting Procedures be resumed.

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

7.32pm Meeting Adjourned

COUNCIL DECISION MOTION		C7.04.18	
Moved by	Cr Fisher	Seconded by	Cr Fox

That the meeting be adjourned until 7.37pm.

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

7.38pm Meeting Resumed

The meeting resumed with all councillors and officers present.

Preamble to Council Decision

It was agreed that additional vegetation would be included as part of the Landscape Plan to provide additional screening and to assist in obscuring the view from 6 – 8 Austin Close.

COUNCIL DECISION MOTION		C8.04.18	
Moved by	Cr Fisher	Seconded by	Cr Fox

That Council grants planning approval for the proposed Telecommunications Installation at 21 (Lot 5) Chidlow Street, Mount Helena, subject to the following conditions:

1. The development shall comply with the approved plans (including any amendments marked in red) unless approval is granted by the Planning Service for any minor variation made necessary by detailed design;
2. Prior to obtaining a building permit or commencing site works, the landowner/applicant shall submit and obtain Local Authority approval of a construction management plan detailing measure to minimise nuisance to neighbours and recreation users (including dust, noise, waste and vehicle parking) during site works and construction. Works shall thereafter be completed in accordance with the approved construction management plan;
3. An Asset Protection Zone corresponding to BAL-29 shall be established prior to construction and the property thereafter maintained in accordance with the Bushfire Management Plan approved by the Shire;
4. A Landscape Plan shall be submitted to the satisfaction of the Shire prior to applying for a building permit. The Landscape Plan shall include
 - a) a habitat tree survey relating to the Asset Protection Zone;
 - b) specify the native vegetation to be retained and/or modified;
 - c) **additional screening vegetation plantings as far as practicable** within the verge of Austin Close positioned so as to assist in obscuring the view of the proposal from 6-8 Austin Close; and
 - d) a schedule of timing of implementation of works, to the satisfaction of the Shire. Works specified within the Shire approved Landscape Plan must thereafter be implemented and maintained in accordance with the approved plan to the satisfaction of the Shire; and

Native vegetation shall be retained. Prior to the commencement of works the applicant/landowner shall identify fence or otherwise mark native vegetation and any mature trees to be protected during site works and construction to the satisfaction of the Shire.

Advice Note

The development must operate at all times in accordance with the operational standards (and monitoring) set by the Australian Communication and Media Authority and the Australian Radiation Protection and Nuclear Safety Agency.

CARRIED 11/1

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Cr Jeans

Change of Order of Business

Cr Jeans requested Council bring forward item 10.4 to be considered following Item 10.1.

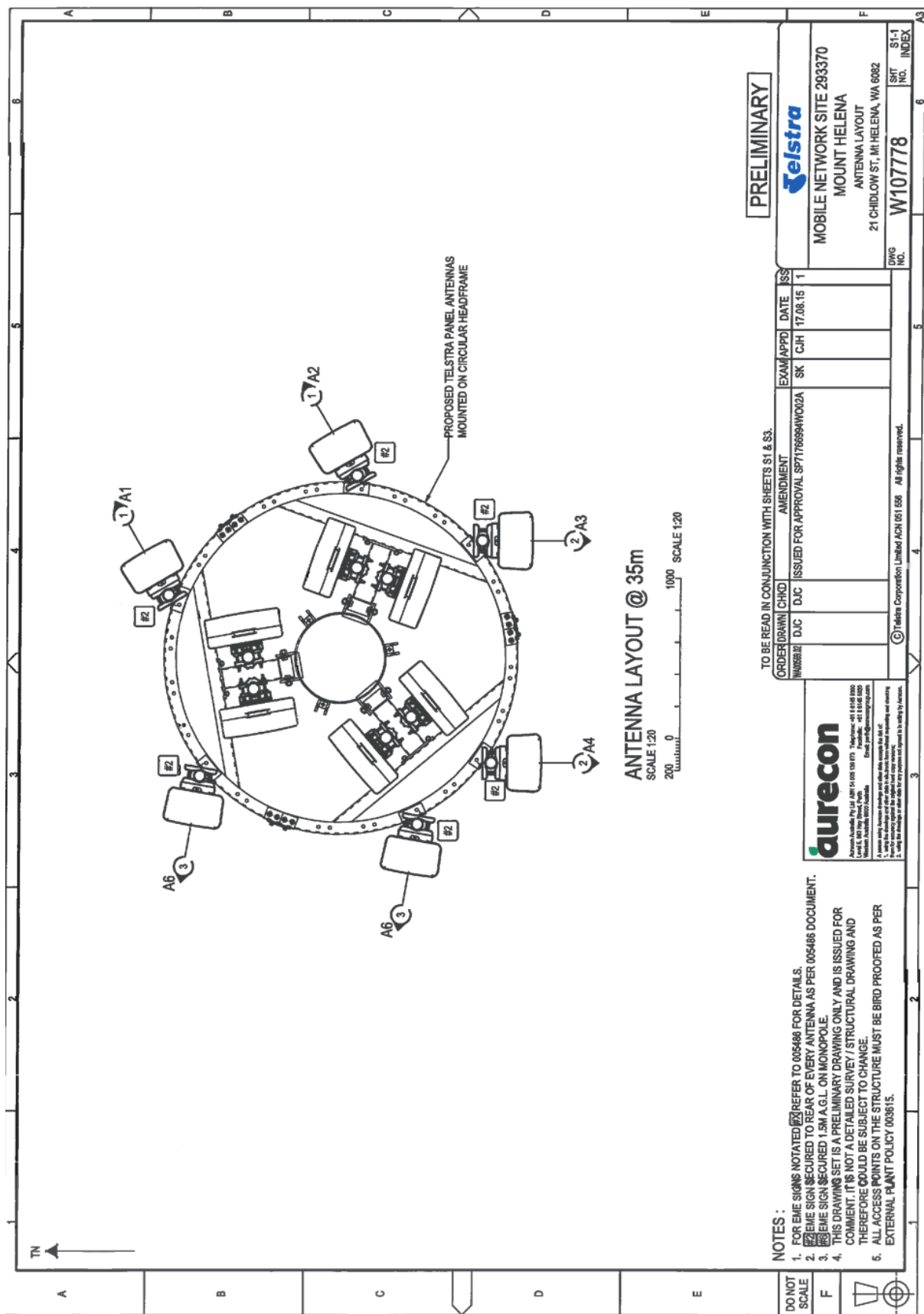
COUNCIL DECISION			C9.04.18
MOTION			
Moved by	Cr Jeans	Seconded by	Cr Russell

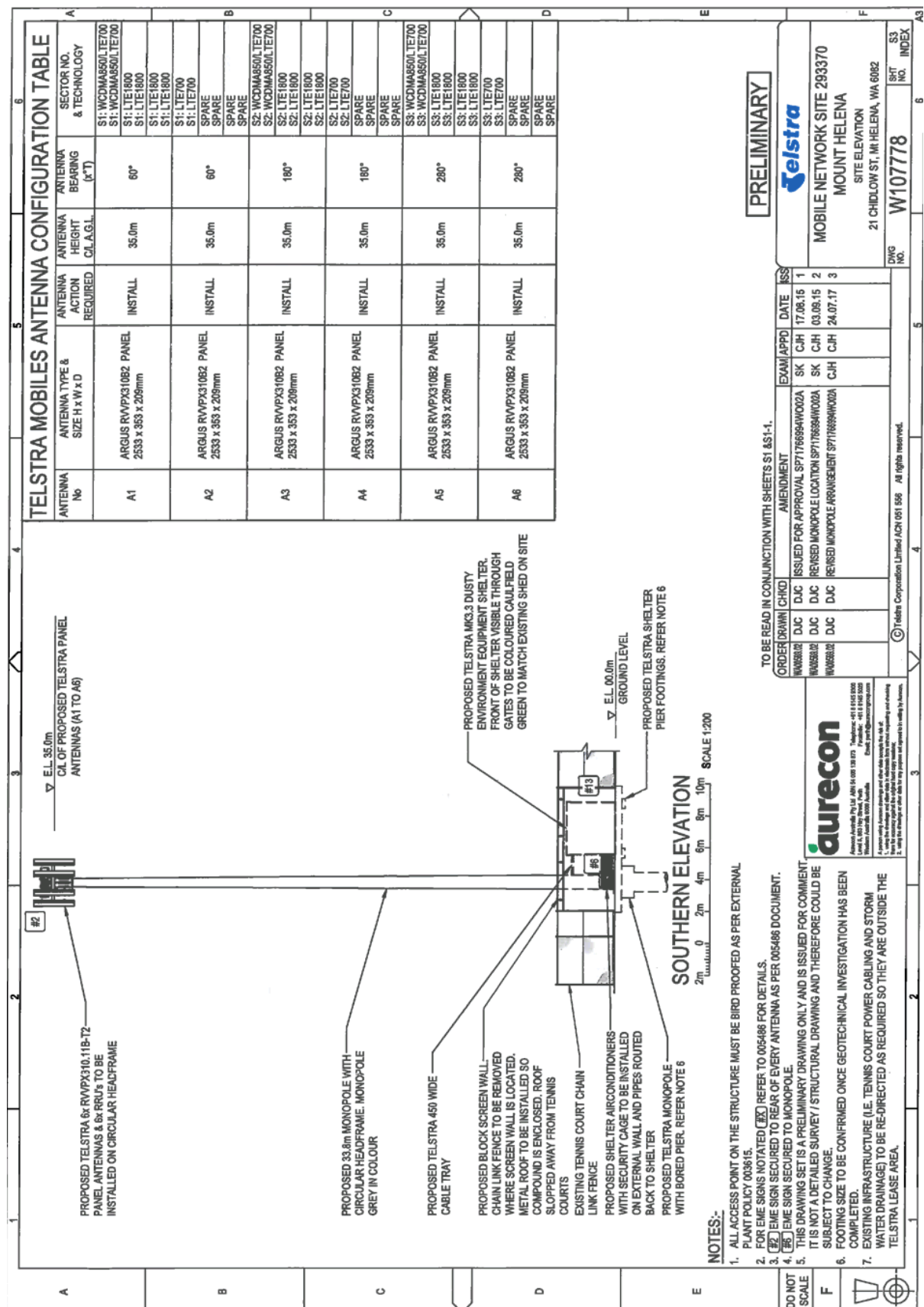
That Item 10.4 be considered following Item 10.1.

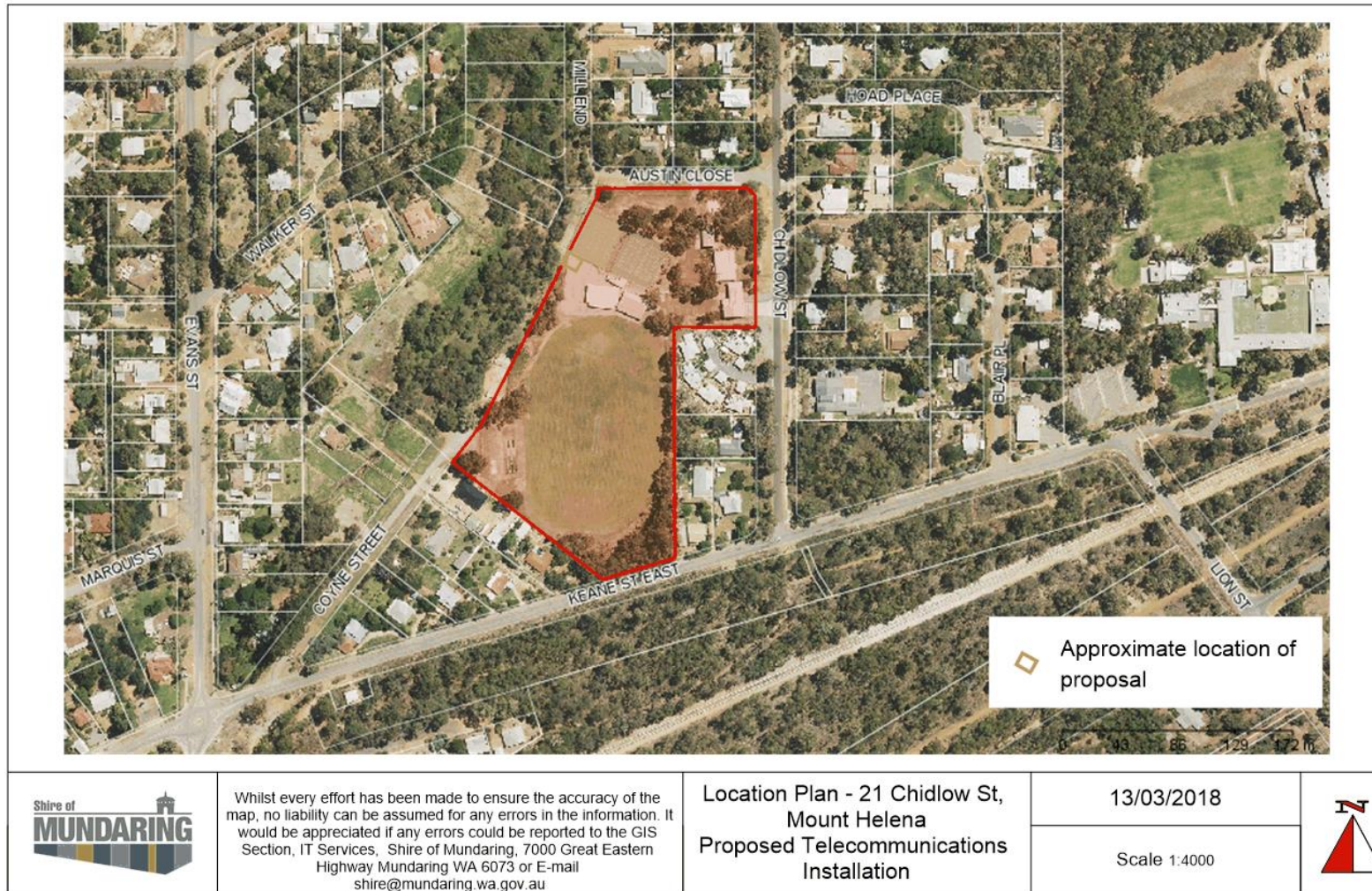
CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil







7.2 Photo Montages Methodology

When preparing montages for free-standing structures remote-controlled devices are now used to ascertain an accurate height datum. Altitude Imaging were commissioned to pilot a drone in position over the site.

A series of viewpoints representing collective view experiences from the local road network were identified by Aurecon. These view perspectives were provided to the Shire for comment and enable montages to be produced that demonstrated the appearance of the facility should it be located at the Telstra Exchange or a potential location adjacent to the tennis courts. On balance, the Shire was of the view that Elsie Austin Reserve was the preferred location. The montages were produced based on photography taken on April 2017. The star symbols in figure 10 below represent the drone launching points.

Subsequent to further assessment by the Shire the proposed Elsie Austin Reserve option was shifted approximately 25m to the south of the tennis courts to reduce any potential impact on pedestrian movements or vegetation due to bushfire risk mitigation. The montages in the following figures reflect the current location for which approval is sought. An additional image 7 was also prepared from Austin Close as a contingency given it was not clear whether image 4 illustrating a motorists' view accessing the public car park would be completely obscured by vegetation. The road verge adjacent to the nearest residence on Austin Close is considered an individual rather than a collective view experience, thus having less weight.

Aurecon has endeavoured to ensure accuracy in the production of the following photo montages. Individual view experiences may change due to factors not modelled; such as atmospheric conditions, the time of day, the weathering of materials used in construction and the variation in the siting of the structure described above.





Figure 12 Montage perspective 5 looking west northwest illustrating a 35m monopole at the tennis courts



Figure 13 Montage perspective 6 looking northeast illustrating a 35m monopole at the tennis courts



Figure 10 Viewpoints from which drone photography was taken and the drone launch sites

To avoid any confusion montage images 1 through 3 that were specific to the Telstra Exchange site have been included as Appendix F.



Figure 11 Montage perspective 4 looking southwest illustrating a 35m monopole at the tennis courts



Figure 14 Montage perspective 7 looking south from the verge opposite Austin Close (compound not shown)

6. Bushfire Management Statement (BMS) – Obligations of the Landowner to Comply with the Applicable Bushfire Management Measures

Location: Lot 5 (21) Chidlow Road, Mt Helena

Date: 6 November 2017

BAL Assessment Report – Project No: 170738

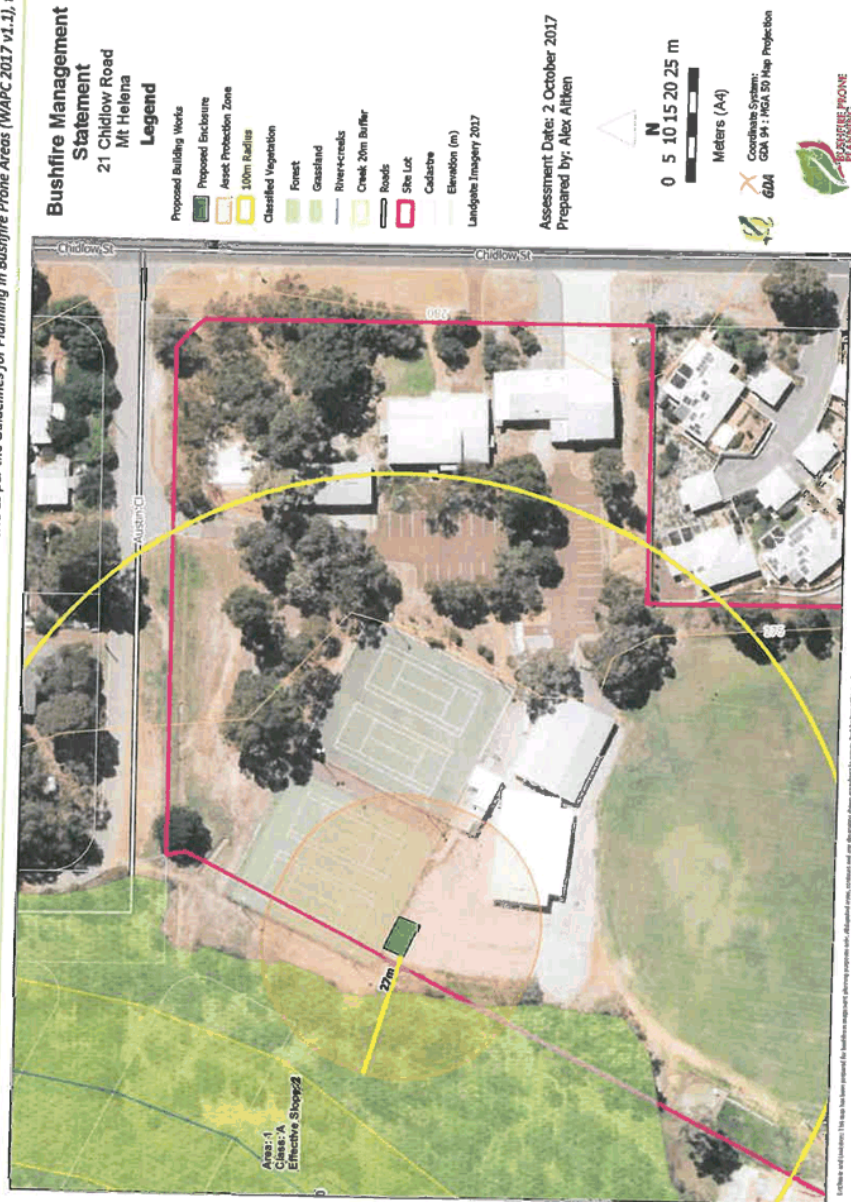
Local Government: Shire of Mundaring

BAL Applied to this BMS: Conditional BAL-29

Description of Primary A specified building (by the Building or Works: relevant local planning scheme)

Description of Associated Building:

The applicable bushfire management measures are established by the Bushfire Protection Criteria as per the Guidelines for Planning in Bushfire Prone Areas (WAPC 2017 v1.1), the applicable local government's annual firebreak notice.



Vegetation Management:

Establishment of the Asset Protection Zone (APZ) to allow the Telstra compound to be impacted by a BAL-29 rating can be achieved by managing the vegetation within the APZ to the distance shown on the Bushfire Management Statement map.

Vegetation management should be in line with the Shire of Mundaring Fire Break and Fuel Load Notice including:

- Retaining trees and trimming all limbs within 2m of ground level
- Removal of surface fuels including shrubs and long grass
- Establishment of managed grass area under tree canopy
- No overhanging tree canopy to be within 2m of compound
- APZ establishment should not impact on 20m buffer from creek

See Appendix 1 and Shire of Mundaring Fire Break and Fuel Load Notice for further details.

Construction: The proposed development is a Class 10- non habitable structure that will be constructed of non-flammable materials.

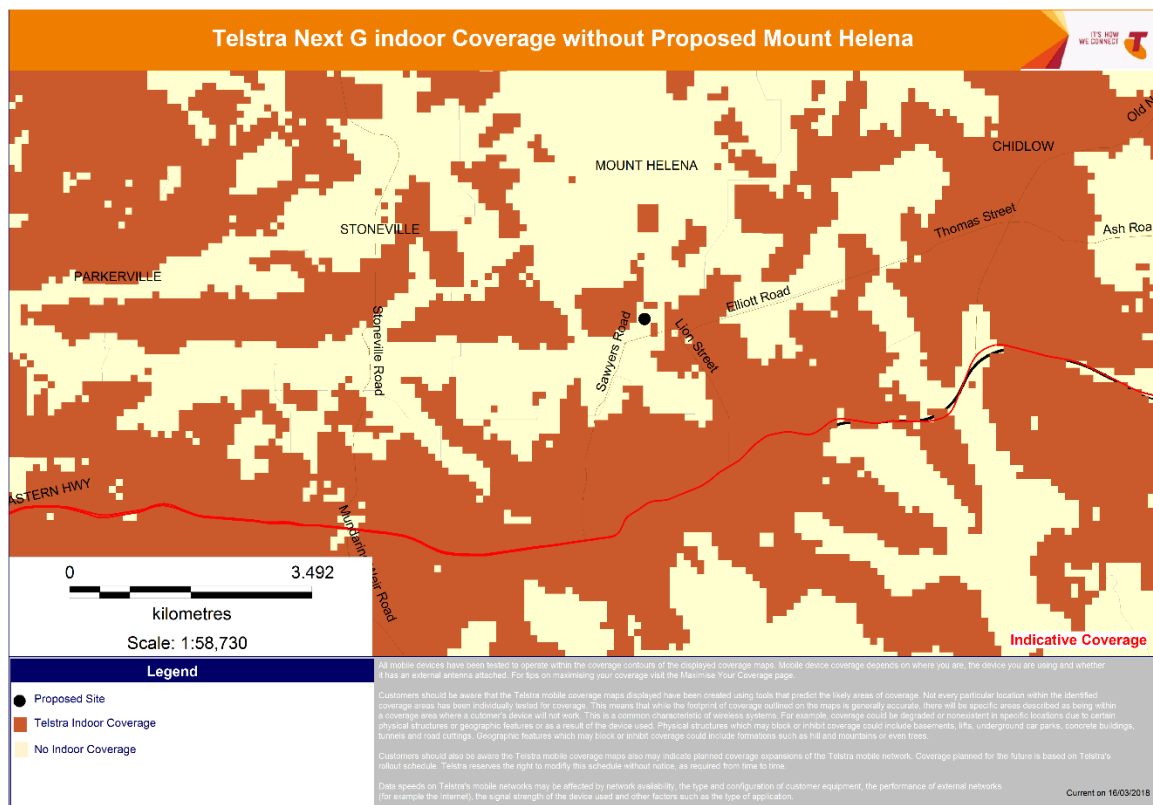
Access/Egress: The access track to the development is >50m in length and should be constructed to meet the requirements of the Guidelines. Including width, turn around area appropriate for a 3.4 fire appliance and 15tn rating on culverts and bridges. Appendix 4 for further details.

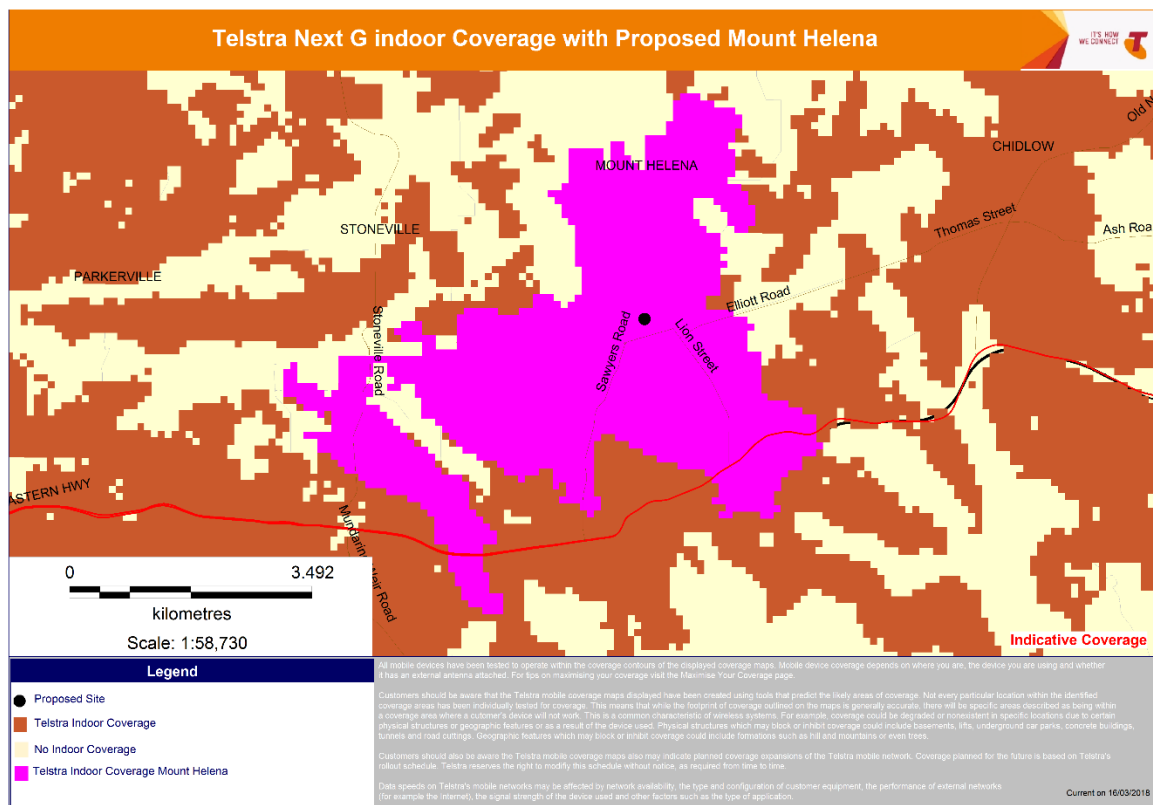
Firefighting Water Supply: The proposed development complies by being within 200m from a reticulated water hydrant located on Childlow Road and Austin Close.

170738 21 Chidlow St Mt Helena BAL BMS

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In Accordance with Council Decision C9.04.18 Item 10.4 was considered at this time.

10.4 Proposed Closure of Right of Way Lot 66 Bilgoman Road, Glen Forrest - Request to Commence Consultation

File Code	Bi 1(66)
Author	Liam Noonan, Manager Design Services
Senior Employee	Shane Purdy, Director Infrastructure Services
Disclosure of Any Interest	Nil
Attachments	1. Locality Plan 2. ROW Diagram 2156

SUMMARY

The owner of 81 Bilgoman Road, Glen Forrest, has requested the Shire commence the process required for the compulsory acquisition of the private right of way (ROW) which is currently used to gain access to Bilgoman Road from 81 Bilgoman Road.

The compulsory acquisition of the ROW is required to resolve the issue of the property being landlocked and thus enable frontage for the property to a gazetted road reserve.

Following discussion and evaluation of options, the owner has advised they support compulsory acquisition of the ROW and subsequent purchase from the State to amalgamate with their property.

Council is requested to commence the consultation process.

At the conclusion of the consultation period, a further report for Council's determination on whether to proceed with the compulsory acquisition of the ROW will be provided.

BACKGROUND

Soon after acquiring the property at 81 Bilgoman Road, Glen Forrest (Lot 8 on Diagram 616), the owner encountered problems with financial institutions due to the property not having a legal street frontage, a situation termed as 'landlocked'.

Access to the property is via a private ROW, being Lot 66 Bilgoman Road, Glen Forrest on Diagram 2156 (refer locality plan Attachment 1).

It is unknown how this situation occurred but is attributed to historical land dealing practices.

The owner's preference is for the State to compulsorily acquire the private ROW (refer Diagram of Survey at Attachment 2) and subsequently sell and amalgamate it with the owner's property.

STATUTORY / LEGAL IMPLICATIONS

Section 52 of the *Land Administration Act 1997*, and regulation 6 of the *Land Administration Regulations 1998* provide the enabling legislation for the acquisition of the ROW as Crown land.

Only a local government in which district the land falls is able to undertake the appropriate steps required by the legislation. A requirement of the acquisition process is to indemnify the Minister for Lands against any claims or actions that may arise out of such action.

Section 87 of the *Land Administration Act 1997* is the enabling legislation for the sale of the Crown land for amalgamation into adjoining land.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 4 - Built environment

Objective 4.1 – A place that is connected, safe and easy to move around

Strategy 4.1.1 – Improve safety on road, cycle and footpath networks

SUSTAINABILITY IMPLICATIONS

Nil

RISK IMPLICATIONS

Nil

EXTERNAL CONSULTATION

The owner has written to the properties adjoining the ROW regarding his intention to purchase the ROW and amalgamate it with their property for the purpose of having legal street frontage. As per the statutory requirements, the Shire will formally write to the adjoining properties and all public utilities, inviting submissions.

A search by the Supreme Court of WA Probate Office into the probate of a Will or Letter of Administration on the registered owner (deceased) was not able to locate any records, which would allow his Estate to be contacted. Consultation with the owner of the ROW is therefore not possible.

COMMENT

Although the properties adjoining the private ROW do not necessarily have an express right to traverse the ROW for access, there is an assumed or implied right. The owner has advised that as part of the purchase and amalgamation process they would be willing to register rights of access agreements for the adjoining properties, along with any required public utility or drainage easements.

Following the public submission period, staff will prepare a report for Council to consider the compulsory acquisition of the ROW.

VOTING REQUIREMENT

Simple Majority

COUNCIL DECISION RECOMMENDATION		C10.04.18	
Moved by	Cr Jeans	Seconded by	Cr Fox

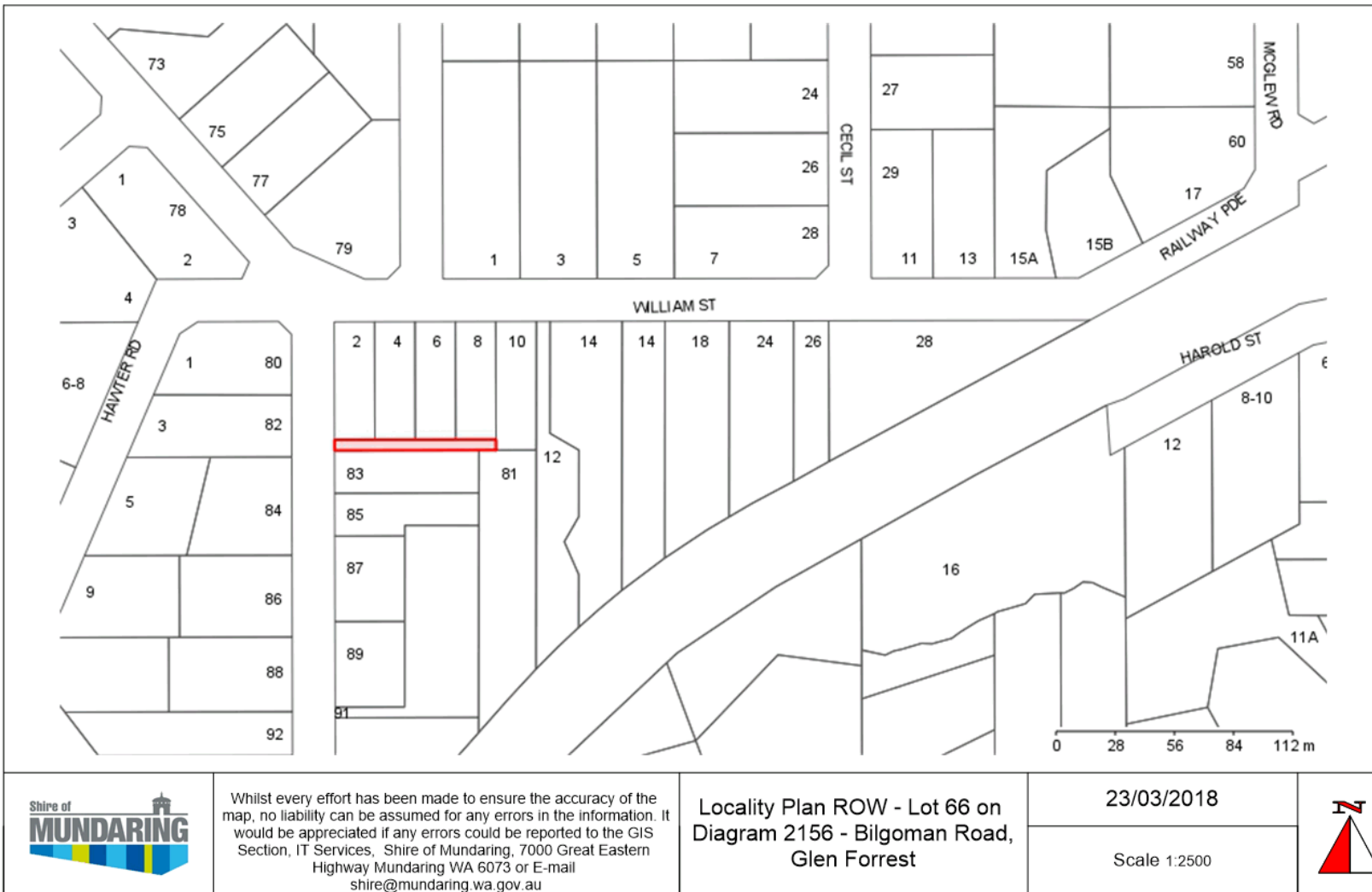
That Council, pursuant to section 52 of the *Land Administration Act 1997*, gives notice of the proposal to acquire the private right of way, being Lot 66 Bilgoman Road, Glen Forrest on Diagram 2156, for the purpose of amalgamation with Lot 8 Bilgoman Road, Glen Forrest, and invites submissions from the:

- a) Holders of the freehold land adjoining the private right-of-way; and
- b) All suppliers of public utility services to the private right-of-way.

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

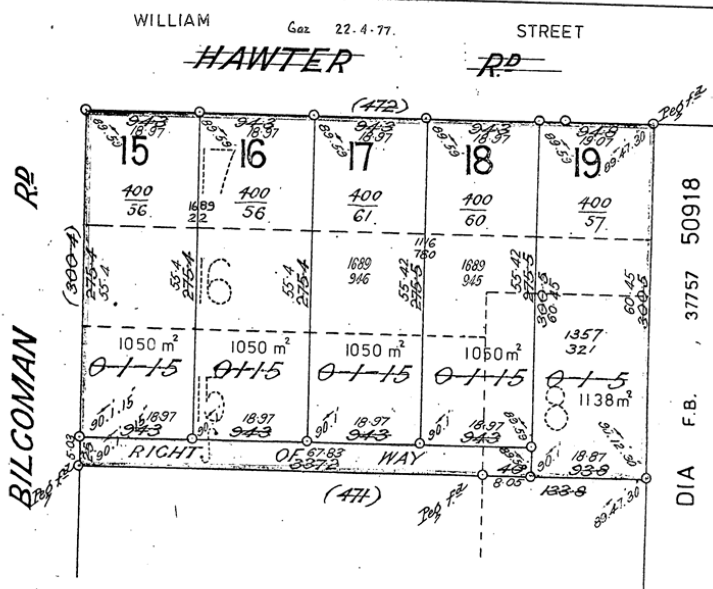


DIAGRAM

of sub.^{dn} of Lots 15, 16, 17 & p^t of 8 of Swan Loc 754

1: 792
 — Scale: *chain to an inch* —
 — F.B. 3458 —
 — A. Middleton: Surveyor —
 — On Diagram 616 —
 — Passed 2-2-1905 —
 — Area: *1a 1r 26p* —
 — *q/r 320/101* —
 — *Cor 233/797* —

Index Plan 4963 PERTH 2000 27.29



P.A.W./R.O.W as shown on this Survey
 is amended to Lot ... 66.
 Regulation 6 Transfer of Land (Surveys) Regulation 1995
 Corr. 1775-2000-G1
 Date: 28.4.06

DIA 2156



DUPLICATE 2156

LANDGATE COPY OF ORIGINAL NOT TO SCALE Thu Mar 28 13:25:25 2013 JOB 41443167

10.2 Lobbying and Advocacy Report 2017-18 and Priorities for 2018-19

File Code	OR.IGR
Author	Damien Martin, Strategic Projects Advisor
Senior Employee	Megan Griffiths, Director Strategic & Community Services
Disclosure of Any Interest	Nil
Attachments	1. Issues Requiring an Advocacy Implementation Plan in 2018/19 ↓

SUMMARY

A Lobbying and Advocacy Strategy was adopted by Council in March 2011 (C15.03.11). The strategy provides a framework and process for Council to identify high-level issues that require proactive and coordinated lobbying and advocacy. It also provides for specific Advocacy Implementation Plans to be designed and implemented for each high-level issue.

In July 2017 Council endorsed a list of issues requiring an Advocacy Implementation Plan in 2017/18 (C9.07.16).

This item recommends that Council:

- notes the progress and status of activities on the high-level issues identified for lobbying and advocacy in 2017/18; and
- endorses the list of issues requiring an Advocacy Implementation Plan in 2018/19 as per the attachment.

BACKGROUND

The focus of the lobbying and advocacy strategy is to identify the highest-level strategic issues that require lobbying and advocacy and to design an “Advocacy Implementation Plan” for each issue.

The process was modelled on the Eastern Metropolitan Regional Council’s (EMRC) Regional Advocacy Strategy and was designed so that Shire of Mundaring’s lobbying and advocacy efforts are consistent with and complementary to the EMRC’s efforts. Progress has been reported annually to Council and the list of issues requiring Advocacy Implementation Plans has been reviewed annually.

Since its inception, the lobbying aspects of some matters have been effectively concluded through completion of the lobbying aspects of projects, such as:

- Great Eastern Highway Safety Improvements (Mann Street to Bilgoman Road) (Stage 1 complete. Stage 2 construction imminent);
 - capacity upgrade of the existing Mundaring Wastewater Treatment Plant (completed in 2015); and
 - cessation of the State Government’s local government reform agenda.
-

The progress and current status of issues identified as lobbying and advocacy priorities in 2017/18 by Council is:

1. Mundaring Town Initiative Masterplan

- 1.1 Shire President and Acting Chief Executive Officer (A/CEO) met with the Matthew Hughes MLA, Member for Kalamunda, on 26 September 2017 and discussed planning and housing issues related to the Mundaring Town Initiative Masterplan;
- 1.2 Shire President sent introductory letter to the Hon Ken Wyatt, Member for Hasluck, on 13 November 2017 outlining Mundaring Town Initiative as one of the major issues for the Shire;
- 1.3 Shire President and Chief Executive Officer (CEO) met with Matthew Hughes MLA, Member for Kalamunda on 27 November 2017 to discuss major projects and initiatives;
- 1.4 Shire President met with Main Roads WA on 30 November 2017 for discussions including the future road layout in Mundaring town centre;
- 1.5 Shire President and CEO met with Jessica Shaw MLA, Member for Swan Hills, on 13 December 2017 to discuss major projects and initiatives;
- 1.6 Shire President and A/CEO met with the Hon Ken Wyatt, Member for Hasluck, on 17 January 2018 to discuss major projects and initiatives; and
- 1.7 Shire President and A/CEO met with Hon Donna Faragher, MLC, Member for East Metropolitan Region, on 23 February 2018 to discuss major projects and initiatives.

It is recommended that Council includes the Mundaring Town Initiative on the list of issues requiring an Advocacy Implementation Plan in 2018/19.

2. Perth - Adelaide National Highway (PANH) – support EMRC and regional efforts to pursue this issue

Council resolved to discontinue the Shire's former Advocacy Implementation Plan in favour of supporting EMRC and regional efforts to pursue this issue.

In concert with, and on behalf of its member councils and partners, EMRC has prepared a submission to the "City Deals" program administered through the Department of Prime Minister and Cabinet. A City Deal focuses on alignment of planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and drive economic reforms to secure the future prosperity and liveability of our cities.

The City Deal "Connect Perth's East" includes the six EMRC member councils and the neighbouring local governments of Canning and Victoria Park. It includes numerous transport infrastructure and transport-oriented development projects including PANH. EMRC briefed Council on the proposed City Deal on 18 September 2017.

- 2.1 CEO met with City of Swan CEO on 3 July 2017 to discuss PANH;
- 2.2 EMRC CEO and Director Regional Services meet with Senator Dean Smith on 22 August 2017 to discuss the proposed City Deal bid;

- 2.3 CEO met with Shire of Northam CEO on 29 August 2017 to discuss PANH;
- 2.4 EMRC met with Hon Dave Kelly MLA, Member for Bassendean, on 22 September 2017 to discuss City Deal proposal;
- 2.5 EMRC met with Western Australian Planning Commission Chair, Mr Eric Lumsden on 28 September 2017 to discuss the City Deal proposal;
- 2.6 EMRC met with Hon Ken Wyatt AM MP, Member for Hasluck, on 2 October 2017 to discuss City Deal proposal;
- 2.7 EMRC met with Hon David Templeman MLA, Minister for Local Government, on 8 November 2018 to discuss City Deal proposal;
- 2.8 Shire President wrote to the Hon Ken Wyatt, Member for Hasluck, on 3 November 2017 identifying PANH as a strategic priority for Mundaring;
- 2.9 EMRC met with Senator Linda Reynolds on 20 November 2017 to discuss the proposed City Deal bid;
- 2.10 Shire President and CEO met with Matthew Hughes MLA Member for Kalamunda on 27 November 2017 to discuss major projects and initiatives;
- 2.11 Shire President and CEO met with the Jessica Shaw MLA, Member for Swan Hills, on 13 December 2017 to discuss major projects and initiatives;
- 2.12 EMRC met with Senator Louise Pratt on 18 December 2017 to discuss the proposed City Deal bid;
- 2.13 EMRC met with Hon Alanna Clohesy MLC, Member for East Metropolitan Region on 20 December 2017 to discuss the proposed City Deal bid;
- 2.14 Shire President and A/CEO met with the Hon Ken Wyatt, Member for Hasluck, on 17 January 2018 to discuss major projects and initiatives;
- 2.15 EMRC met with the Department of Premier and Cabinet in late January 2018 seeking State Government approval of City Deal prior to submission to Department of Prime Minister and Cabinet;
- 2.16 EMRC met with the Minister for Transport and Planning, Hon Rita Saffioti MLA, on 31 January 2018 to discuss the proposed City Deal bid;
- 2.17 EMRC met with Hon Matthew Swinbourn MLC, Member for East Metropolitan Region, on 12 February 2018 to discuss the proposed City Deal bid;
- 2.18 Shire President and A/CEO met with Hon Donna Faragher MLC, Member for East Metropolitan Region, on 23 February 2018 to discuss major projects and initiatives; and
- 2.19 City of Belmont CEO presented on City Deal to Community Cabinet meeting on 12 March 2018.

It is recommended that Council resolves to continue to support EMRC and regional efforts to pursue Perth-Adelaide National Highway.

3. Reliable Digital Services

In 2017 Council resolved to consider developing an Advocacy Implementation Plan if services are sub-standard after the National Broadband Network construction is completed in Shire of Mundaring.

Construction is under way and is scheduled for completion in late 2018. NBNCo continues to engage with the Shire and the construction schedule is being monitored.

- 3.1 The Shire President wrote to the Member for Hasluck on 13 November 2017 expressing community concerns about poor digital connectivity;
- 3.2 Shire President and CEO met with the Member for Kalamunda on 27 November 2017 to discuss major projects and issues;
- 3.3 Shire President and CEO met with the Member for Swan Hills on 13 December 2017 to discuss major projects and issues;
- 3.4 The Minister for Communications, Senator the Hon Mitch Fifield announced on 22 December 2017 that \$60M will be allocated to the Priority Locations Round of the Mobile Black Spots Program administered by the Department of Communications. Chidlow and Parkerville are eligible Priority Locations because the Shire's earlier submissions to the Department. The Priority Locations rollout is scheduled for 2018; and
- 3.5 The Shire President and A/CEO met with Hon Donna Faragher MLC on 23 February 2018 to discuss major projects and issues.

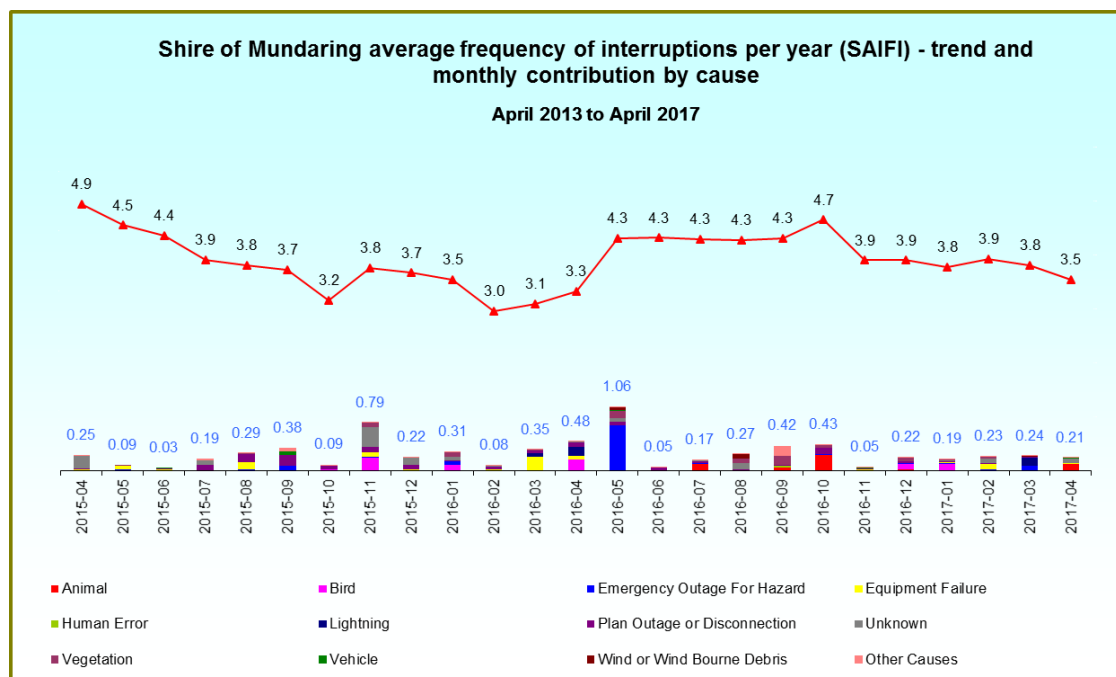
It is recommended that Council maintains a watching brief and considers developing an Advocacy Implementation Plan if digital services are sub-standard after the National Broadband Network construction is completed in Shire of Mundaring in late 2018.

4. Reliable Power Supply

4.1 Data until April 2017

Council resolved to maintain a watching brief and reconsider in 2018/19. In reaching this resolution Council considered Western Power data showing average frequency of interruptions for the 12 months to April 2017.

This showed that electricity consumers in Shire of Mundaring, on average experienced approximately twice as many supply interruptions as Perth consumers. The data includes all interruptions lasting from a few seconds to hours or days in length. Time-series data showed consistency over the previous two years.



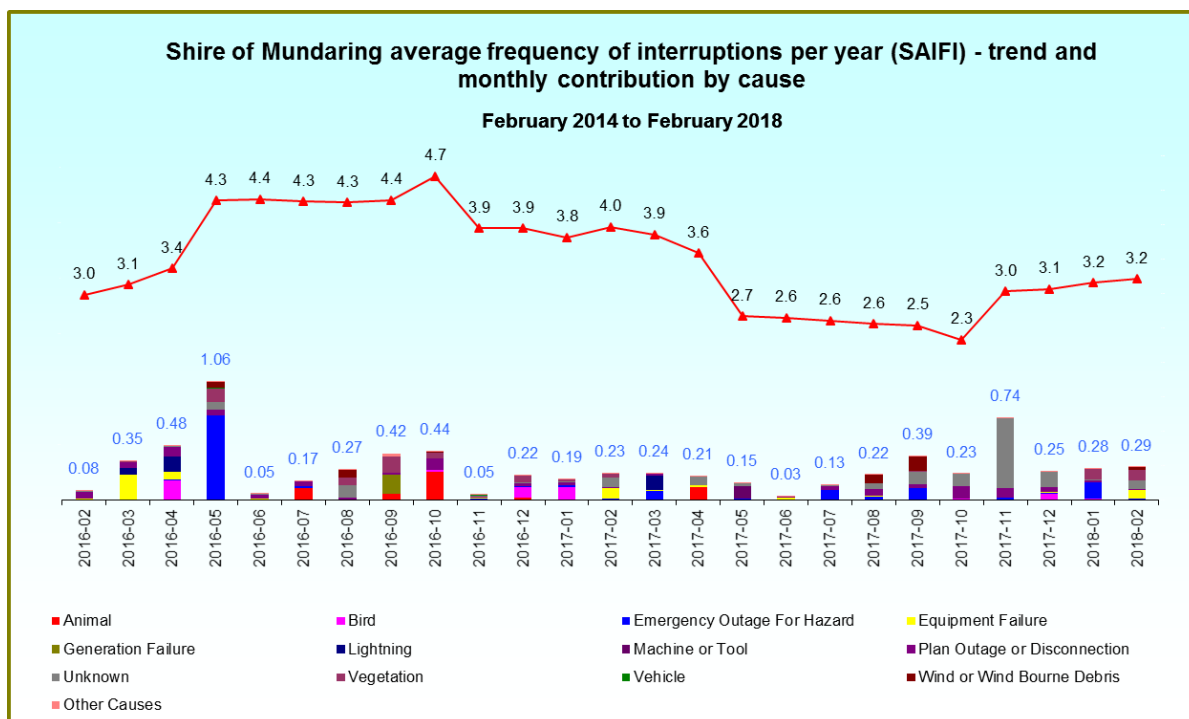
Causes of supply interruptions for Shire of Mundaring for the 12 months to April 2017 showed that more than 60% of interruptions were caused by emergency outages for hazards, animals, vegetation and birds. If these interruptions were discounted, the frequency of interruption was comparable with the Perth metropolitan area. For that reason, it was recommended that the Shire maintain its “watching brief” on the reliability of power supplies rather than develop an Advocacy Implementation Plan in 2017/18.

4.2 Data until February 2018

Western Power data comparing average frequency of interruptions for the 12 months to April 2017 with the 12 months until February 2018 shows that electricity consumers in Shire of Mundaring, on average, still experience approximately twice as many supply interruptions as Perth consumers (3.2 compared to 1.6 per year), but the average frequency of all interruptions has reduced by 9.6% since April 2017. The frequency of unplanned interruptions has reduced by 15.6%.

Per Year	Shire of Mundaring			Perth Metropolitan Area		
	Apr 2017	Feb 2018	Improvement	Apr 2017	Feb 2018	Improvement
All interruptions	3.54	3.2	9.6%	1.83	1.6	12.6%
Unplanned interruptions	3.20	2.7	15.6%	1.66	1.3	19.9%

This improvement is evident in the following time-series graph.



Data comparing the causes of outages for the 12 months to February 2018 shows that compared to the greater Perth area, Mundaring experiences:

- a higher proportion of outages from emergencies; and
- almost twice the proportion of outages from unknown causes; and
- a much lower proportion of outages from equipment failure.

Cause (%) 12 months to Feb 2018	Mundaring	Perth
Emergency outage for hazard	15.3	9.1
Animal	3.7	0
Vegetation	6.8	6.3
Unknown	38.7	20.1
Plan outage or disconnection	13.5	14.8
Bird	2.4	7.8
Equipment failure	4.6	28.3
Others (lightning, debris, vehicle etc)	15.0	13.6
TOTAL	100	100

The most significant cause of outage in Mundaring, and a major disparity between Mundaring and Perth, is outages from unknown causes. Intuitively this may be a reflection of local settlement patterns and population density. It may be that due to the relatively dispersed population and low population density, there are fewer people to observe and report the cause of damage to power infrastructure causing outages.

Given that outages in the Shire of Mundaring:

- have decreased significantly in frequency;
- are proportionately caused more frequently from emergencies;
- are proportionately caused more frequently from unknown causes; and

- are proportionately much less frequently caused by equipment failure,

It is recommended that Council maintains its watching brief and unless the situation deteriorates markedly, reconsiders in 2019/20.

5. Tertiary Education options

Council resolved to continue to support Swan, EMRC and other regional lobbying efforts.

- 5.1 Shire President wrote to the Member for Hasluck on 13 November 2017 identifying the community's wishes for improved tertiary education options;
- 5.2 Shire President and CEO met with the Member for Kalamunda on 27 November 2017 to discuss major projects and issues;
- 5.3 Shire President and CEO met with the Member for Swan Hills on 13 December 2017 to discuss major projects and issues;
- 5.4 The EMRC's Perth's Eastern Region Investment and Opportunities publication includes references to opportunities in tertiary education in the region;
- 5.5 The EMRC Regional Economic Development Strategy 2017-2021 includes an objective of identifying barriers to, and promoting opportunities for greater education and job opportunities for local people;
- 5.6 EMRC held a regional youth advocacy forum on 21 February 2018 discussing education and the jobs and workforce of the future; and
- 5.7 Shire President and A/CEO met with Hon Donna Faragher MLC on 23 February 2018 to discuss major projects and issues.

It is recommended that Council resolves to continue to support Swan, EMRC and other regional lobbying efforts.

6. Support State Government initiatives to reduce the use of plastic bags.

On 12 September 2017 the State Government announced a ban on lightweight single-use shopping bags to take effect on 1 July 2018. It is recommended that Council does not develop an Advocacy Implementation Plan in support of initiatives to reduce the use of plastic bags, and where reasonably possible supports the implementation of the State Government policy initiative.

STATUTORY / LEGAL IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

In response to community and Council initiatives to reduce expenditure, the budget allocation for lobbying and advocacy in the draft 2017/18 budget has been reduced to \$2000 (from the previous allocation of \$5000).

Should Council resolve to significantly increase the scope and scale of the lobbying and advocacy effort required in 2018/19 the draft budget allocation will need to be reconsidered.

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 2 - Community

Objective 2.3 – A strong and localised community spirit

Strategy 2.3.2 – Advocate for an expanded range of tertiary education options within the region

Priority 4 – Built Environment

Objective 4.1 A place that is connected, safe and easy to move around

Strategy 4.1.4 Reduce the impact of heavy vehicle transport through the Mundaring Town Centre

Objective 4.2 Community needs are considered in planning for the future

Strategy 4.2.1 Promote and facilitate the planning and development of affordable residential options, without compromising the amenity of the area

Objective 4.3 Reliable digital services and power supply

Strategy 4.3.1 Lobby to achieve comprehensive and reliable digital connectivity across the Shire

Strategy 4.3.2 Advocate to improve the reliability of power supply

SUSTAINABILITY IMPLICATIONS

Nil

RISK IMPLICATIONS

Risk: Reputation - Shire reputation may be at risk from failing to advocate for major community issues and concerns.		
Likelihood	Consequence	Rating
Unlikely	Insignificant	Low
Action / Strategy		
Implementation of the Lobbying and Advocacy Strategy and identifying key issues mitigates this risk.		

EXTERNAL CONSULTATION

Nil

COMMENT

Lobbying and advocacy was discussed at the Integrated Planning and Reporting workshop for Elected Members on 8 March 2018.

Lobbying and advocacy priorities for 2018/19 were discussed at Council Forum on 19 March 2018.

Planning and undertaking lobbying and advocacy activities mostly falls to the Shire President, Chief Executive Officer, Directors and other senior employees. Elected members also play an important role.

There are many sector-wide issues that affect all or many local governments such as:

- changes to state and federal budgets, funding programs, fees, rebates and servicing requirements;
- core changes to local government functions such as rating powers;
- the current review of the *Local Government Act 1995*; and
- changes to state functions delivered by local government such as emergency management, public health, and planning.

It is considered that the Western Australian Local Government Association and other representative professional associations and networks are positioned to be an effective mechanism for representing and advocating on these issues behalf of Shire of Mundaring. It is therefore recommended that Council does not generally develop Advocacy Implementation Plans for issues of this nature. Council can and does develop position papers and submissions to representative organisations as required.

Recent discussions have been held with the Member for Hasluck to discuss possible funding strategies for key capital projects identified in the Corporate Business Plan. It is not considered that development of an Advocacy Implementation Plan will add value to these discussions, rather it is recommended that these discussions continue outside of the Lobbying and Advocacy Strategy framework.

VOTING REQUIREMENT

Simple Majority

COUNCIL DECISION RECOMMENDATION		C11.04.18	
Moved by	Cr Fox	Seconded by	Cr Jones

That Council:

1. notes the summary of progress and status of issues identified as lobbying and advocacy priorities in 2017/18; and
2. endorses the list of issues requiring an Advocacy Implementation Plan in 2018/19 at **Attachment 1.**

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

ATTACHMENT HH

SHIRE OF MUNDARING

ISSUES REQUIRING AN ADVOCACY IMPLEMENTATION PLAN IN 2018/19

1. Mundaring Town Initiative Masterplan
2. Perth-Adelaide National Highway – support EMRC and regional efforts to pursue this issue.
3. Reliable Digital Services – Consider developing an Advocacy Implementation Plan if services are sub-standard after the National Broadband Network rollout is completed in Shire of Mundaring (scheduled for completion in late 2018).
4. Reliable Power Supply – maintain watching brief and reconsider in 2018/19

10.3 Local Government Performance Excellence Program 2016-17

File Code	CM.BEN 1
Author	Janice Byers, Organisational Development Officer
Senior Employee	Megan Griffiths, Director Strategic & Community Services
Disclosure of Any Interest	Nil
Attachments	1. The Australasian LG Performance Excellence Report FY17 ↓

SUMMARY

This is the second year Shire of Mundaring has participated in “The Australasian LG Performance Excellence Program”.

The purpose of the program is to assist local governments to better communicate, control and manage their internal business performance with their stakeholders through the use of comparative data analytics. Price Waterhouse Cooper (PwC) collects data from participating local governments and transforms these data into key metrics, identifying trends and observations that focus on operational and management excellence.

The benefits to local governments include the ability to monitor and manage their internal business performance over time, as well as improve the prioritisation of change based on data-driven decision making. Each year local governments obtain a report with customised charts and contextual commentary as well as access to the interactive data explorer platform.

A full copy of the Australasian LG Performance Excellence Report FY17 (2016/17) is attached.

This report recommends Council notes ‘The Australian LG Performance Excellence Program FY17’ (2016-17) and endorses the publication of the report on the Shire website.

BACKGROUND

Price Waterhouse Coopers (PwC) and Local Government (LG) Professionals, NSW have been running “The Australasian LG Performance Excellence Program” for the last five years. 35 local governments from WA commenced the program in financial year (FY) 2015/16.

The participants for the FY 2016/17 were;

60 NSW Councils;
27 NZ Councils;
17 SA Councils;
31 WA Councils and
1 QLD Council.

The data was collected over a four month period. Once the data collection and feedback period was finished, the PwC analytics team began its extensive analysis of the data set.

The results in the report reflect the 2016/17 financial year, based on data collected from all 31 WA participating local governments.

The reports are presented in a non-identifiable way; local governments only see their results in relation to the WA sample population.

These insight reports represent a starting point for further discussions, rather than a conclusive assessment in any particular area.

In providing the current comparative insights, PwC is drawing on its extensive experience with local government in developing, delivering and analysing a variety of business process data collections.

STATUTORY / LEGAL IMPLICATIONS

Nil

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 1 - Governance

Objective 1.2 – Transparent, responsive and engaged processes for Shire decision making

Strategy 1.2.1 – Increase transparency and responsiveness of Shire administration processes

SUSTAINABILITY IMPLICATIONS

Nil

RISK IMPLICATIONS

Risk: Reputational – Community perception that the Shire is not performing well in key operational performance areas.		
Likelihood	Consequence	Rating
Possible	Moderate	Moderate
Action / Strategy		
Continue with the 2017/18 Program.		
Risk: Participation in the program enables an independent comparison with		

other local governments in key areas.		
Likelihood	Rating	Rating
Possible	Moderate	Moderate
Action / Strategy		
Continue with the 2017/18 Program.		

EXTERNAL CONSULTATION

Nil

COMMENT

The report provides data in a range of areas including asset management, workforce, finance, operations, service delivery, risk management and corporate leadership.

A brief snapshot is provided below

	Shire Mundaring	WA Benchmark
FTE per 1000 residents	5.4	5.5
Staff turnover rate	14%	15%
Corporate service staff per 100 employees	9.9%	12.9%
Risk management policy in place	Yes	94% in development
Frequency Community Engagement Strategy review	Every 4yrs	84% every 4yrs
Dedicated asset management systems in road networks, bridges, footpaths and cycle ways	Yes	91% Yes
Strategic asset management plan linked to long term financial plan	Yes	52% Yes

The reports have provided key information in relation to the Shire's age, gender and diversity, which assists in workforce planning. It has shown the Shire to be very competitive in operating expenditure, the Shire being 2% below the median employee costs.

This report has been provided to each participating local government so that a participating local government can understand how it compares to the aggregated findings and for no other purpose.

The report, including all data and comparative insights contained in it, is confidential to PwC and the participating local governments. As agreed in the survey agreement with the participating local governments, each participating local government is permitted to share the report with third parties as part of a council meeting, on a local government website, or

with other participating local governments provided it is shared in its entirety and the following words are included with the report when the report is provided:

“The information, statements, statistics and commentary contained in this report are of a general nature and have been prepared for data provided by Participating Councils. The reliability, accuracy or completeness of this information has not been independently verified.

Accordingly, whilst the statements made in this report are given in good faith, no one should act on the basis of this report without obtaining specific advice and neither LG Professionals, NSW nor PwC accepts any responsibility for the consequences of any person’s use of or reliance on the report (in whole or in part) or any reference to it”.

It is recommended that the report be published, with the above words included, on the Shire’s website.

VOTING REQUIREMENT

Simple Majority

COUNCIL DECISION RECOMMENDATION		C12.04.18	
Moved by	Cr Jones	Seconded by	Cr Fox

That Council:

1. Notes ‘The Australian LG Performance Excellence Program FY17’; and
2. Publishes the ‘The Australian LG Performance Excellence Program FY17’ on the Shire’s website.

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

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The Australasian LG Performance Excellence Program FY17

Shire of Mundaring

*PwC and Local Government
Professionals
Australia, NSW*

15 December 2017



pwc

The Australasian Local Government Performance Excellence Program FY17



WA FY17 local government highlights

**5.5 FTE
per 1,000
residents**

Workforce profile

In surveyed WA councils, there is a median of 5.5 FTE per 1,000 residents, declining by 15%, from 6.5 in FY16. Employee costs per 1,000 residents are a median of \$538k and represent 40% of total operating expenses. There is minimal outsourcing spend on all service areas, comprising just 15% of total operating costs, compared to 29% in NZ councils.

Gender diversity

WA councils are the only jurisdiction to reach gender balance in the overall employed workforce. In spite of this, only one in five CEOs and directors are women (20%, unchanged from the prior year) indicating it is difficult for women to progress into senior management roles. In comparison, NZ councils have a median of 33% of CEOs and directors represented by women.



Staff turnover in the first year of employment

New joiners in WA councils are more likely to leave within their first year of employment, compared to other council jurisdictions, with a median WA year one turnover rate of 18.2%. We observe both WA men and women leaving at the same rate in their first year of employment (17%) in FY17, an improvement from FY16 where 23% of women left in year one, compared to 17% of men.

Talent strategy focus

We continue to see just 45% of WA councils targeting the pipeline of future leaders as part of their talent strategy, compared to 63% of NZ and 52% of NSW councils. It is encouraging to see WA councils honing in on the important area of improved productivity via automation and technology, 55% (up from 31% in prior year) are now changing their talent strategy to incorporate this aspect.



Succession planning

In WA councils, 58% of CEOs and 35% of directors will have the option to retire in 10 years. However, just 13% or 4 out of 31 participating WA councils have a succession plan in place. This suggests a risk of losing vital local government expertise at the senior levels, with limited planning to hand that information/knowledge onto the next wave of leaders.

Role of finance

It is encouraging to see 84% of WA councils with a CFO who is part of the senior leadership team, up from 71% in the prior year. However, the finance functions within WA councils are focused on the more traditional operational finance activities, with 61% of finance effort allocated to transactional and 20% to compliance tasks. The value-adding business insight focus only consumes 19% of finance effort, compared to 27% in SA and 30% in NZ councils.



Collection of rates and annual charges

WA councils have a progressive approach to optimising working capital by incentivising ratepayers to pay their rates upfront. We observe WA councils collecting 60% of their total rates and annual charges by the end of quarter one, compared to 34% in NSW and 31% in SA councils.

WA FY17 local government highlights

Effectiveness of IT systems

We note that 13% of WA councils identify widespread dissatisfaction with functionality and quality of information from their IT systems, and a further 6% have concern about the ability of their IT systems to meet business needs; this is around three times higher than SA and NSW councils.

IT priorities over the next three years

There has been a substantial increase in focus over the past year on 'business as usual' technology maintenance, suggesting an ongoing challenge to maintain aging IT systems in WA councils (55%, up from 34% in the prior year), compared to a lower proportion of just 30% of NSW and SA councils. It is encouraging to see online customer self-service becoming a priority area (55%, up from 40%).

Online customer self-service

WA councils are more likely to offer the community the ability to make online payments (94%), compared to just 67% of NSW councils. More WA councils now offer residents online application submission (61%, up from 43% in the prior year). There is an opportunity for WA councils to further explore online library services (74%), given 85% of NSW and 82% of SA councils have moved to online library services.

Service delivery

Looking at services that most WA councils have in common, and are outside the essential high cost delivery of waste and roads, we observe \$121 per resident in parks and gardens, \$44 in cultural and community services (CSC), \$44 in town planning, and \$41 in libraries. We note that WA councils spend substantially more on parks (\$121 per resident), compared to \$72 in NSW and \$94 in SA councils.

Risk management

WA councils are displaying an increased focus on managing risk, with 94% now having an approved risk management policy in place (up from 89% in the prior year), and 62% of WA councils reporting risks to councils at least quarterly (up from 49%). To further mitigate risk, an opportunity exists for the 32% of WA councils that carried out no internal audit during FY17, compared to 18% of NSW and 12% SA councils.

Staff and community engagement

Staff engagement levels in WA councils have shifted in the past year, with 55% reporting improved engagement (up from 37% in the prior year), and 3% reporting no change. However, 42% did not measure staff engagement in FY17. 84% of WA councils conducted a community engagement survey, with 61% reporting improved satisfaction, 19% reporting no change, and 12% with declining community satisfaction levels. The remaining 8% measured community satisfaction for the first time in FY17.

Asset management

Just 52% of WA councils have a strategic asset management plan that links to the financial long term plan, compared to 76% of SA and 89% of NZ councils. Given WA councils are now in their second year of this program, it is encouraging to see a large shift in the proportion of WA councils developing a maturity rating model, with 46% doing so, up from 29% in the prior year.

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Service Delivery	Risk Management	Corporate Leadership
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Asset Management	Participating Councils	Contacts
140		
Definitions		

Sharing results with third parties

This report has been provided to each participating council so that a participating council can understand how it compares to the aggregated findings and for no other purpose. The report is intended for the participating council recipient only.

This report, including all data and comparative insights contained in it, is confidential to PwC and the participating council. Except as set out below, the report should not be disclosed in whole or in part to another person unless agreed with PwC and the council.

As agreed in the survey agreement with the participating councils, each participating council is permitted to share the report with third parties as part of a council meeting, on a council website, or with other Participating Councils provided it is shared in its entirety and the following words are included with the report when the report is provided:

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Methodology

PwC and LG Professionals, NSW are pleased to release the fifth report as part of the Australasian LG Performance Excellence Program. This year we extend a warm welcome to our new councils - 17 in South Australia, 5 in New Zealand, 1 in Queensland and 13 in New South Wales including 7 newly amalgamated councils in New South Wales.

The purpose of the program is to assist councils better communicate, control and manage their internal business performance with their stakeholders through the use of comparative data analytics. During the program, PwC collects data from participating councils and then transforms this data into key metrics, identifying trends and observations that focus on operational and management excellence.

The benefits to councils include the ability to monitor and manage their internal business performance over time, as well as improve the prioritisation of change based on data-driven decision making. Each year councils obtain a report with customised charts and contextual commentary as well as access to the interactive data explorer platform.

In providing the current comparative insights, PwC is drawing on its extensive experience with local government and in developing, delivering and analysing a variety of business process data collections across multiple industries. The process we undertook to produce this customised insights report for each participating council is outlined below.

How the report was produced:



Participants

- 60 NSW councils, 27 NZ councils, 17 SA councils, 31 WA councils and 1 QLD council participated in the FY17 program. For the purpose of maintaining anonymity, we have included the QLD council data as part of NSW.
- The data collection comprised of quantitative and qualitative data elements.
- Throughout the process, each council's identity and information was kept confidential via PwC's secure online platform, Datapoint.



Data collection and submission feedback

- The data collection for the 2016–17 financial year was launched in July 2017, and data was collected and amended over a three to four month period using Datapoint.
- After the initial data submission, councils received a data submission feedback pack highlighting their key metrics in chart format so they could check and verify the data.
- Councils had an opportunity to amend their data before the council-nominated 'Superuser' approved the final submission.
- Individual council results were known only to the members of the PwC analytics team working on this engagement.



Analysis

- Once the data collection and feedback period finished, the PwC analytics team began its extensive analysis of the data set.
- To enable relevant comparisons, we adjusted financial data for NZ councils to reflect A\$ using the average NZ exchange rate across FY17.
- Subject-matter experts from PwC and LG Professionals, NSW guided the interpretive analysis and provided commentary on the results, as well as insights drawn from the global PwC network.



Reporting and data explorer website

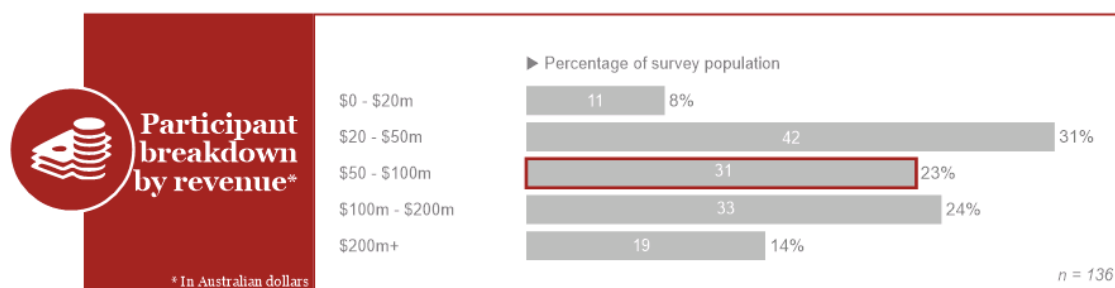
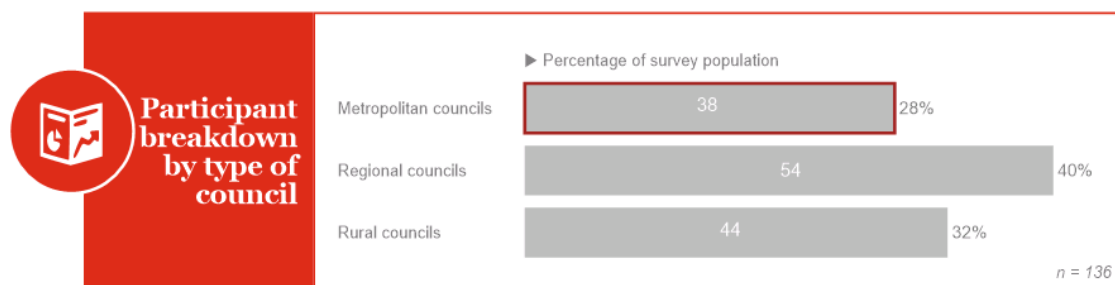
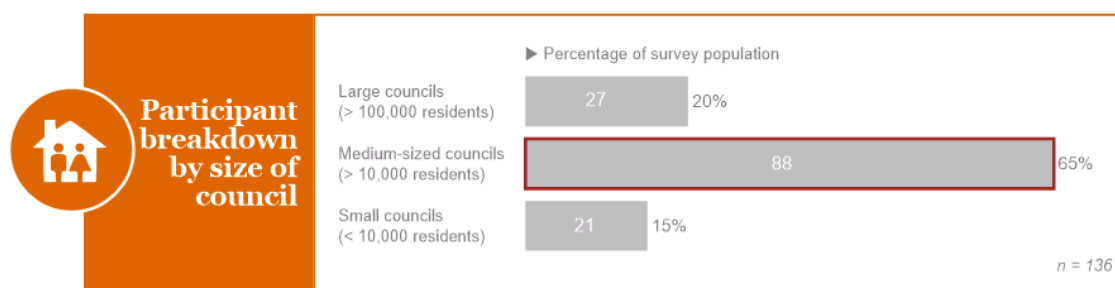
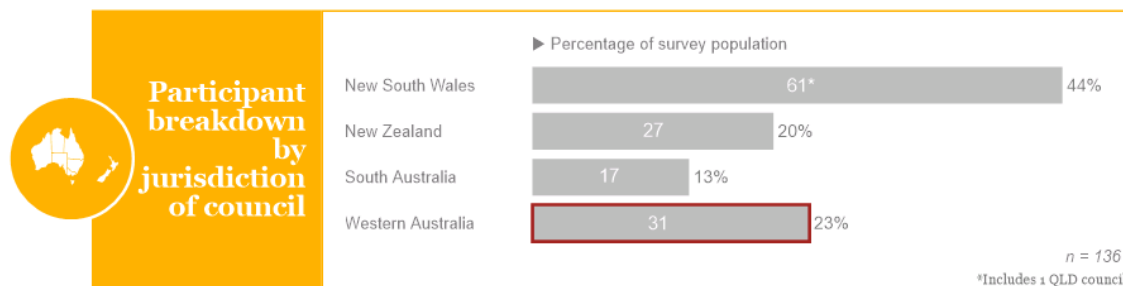
- The results reflect the 2016–17 financial year, based on data collected from all 136 councils.
 - Each participating council has received a customised insights report that compares its business performance to that of the survey population across a range of areas.
 - The reports are presented in a non-identifiable way; councils only see their results in relation to the sample population.
 - These insight reports represent a starting point for further discussions, rather than a conclusive assessment in any particular area.
 - Along with this report, councils will be able to further explore, filter, compare and extract key metrics using the Council Comparative Analysis Tool (CCAT), accessed via Datapoint Explore.
- Councils that subscribe to the Regional Tool and give their consent for other councils in their nominated region/cluster to view their results, will also have access to this view within the CCAT.

Survey population

This insights report is based on data collected from 136 councils across NSW, WA, SA and New Zealand. Throughout this report, participating councils have been identified by their jurisdiction, size of the resident population (small, medium or large), and the type of council (metro, regional or rural).

To group councils by size, we used the estimated 2016 resident population provided by the Australian Bureau of Statistics (for NSW/SA/WA/QLD councils) and the 2016 resident population provided by Statistics New Zealand (for NZ councils). Councils have been classified as Large if they have more than 100,000 residents, Medium for residents between 10,000 to 99,999, and Small for fewer than 10,000 residents.

To classify councils as either Metropolitan, Regional or Rural, we used the Office of Local Government allocation for NSW councils, and for WA, SA and NZ councils we consulted LG Professionals, WA/SA and SOLGM and allocated councils as follows: Metro councils are typically city councils; Regional councils are the next tier, located outside the main cities, with a reasonable sized population; and Rural councils are generally small and not considered a regional centre.



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Understanding this report

PwC and LG Professionals, NSW's Performance Excellence Program FY17 is customised for individual survey participants. All charts within the report represent the individual council's results relative to the survey population that responded to that particular question.

The commentary provided in the report has been prepared for the overall program and while it does not change for each council, it should provide relevant information to help each council understand the context of its own results.

For each response to a question, your council's input is displayed in red (indicated by the legend). To help you understand changes from the previous report, the majority of charts within this report also show the results from the 2015–16 financial year, for your council and the survey population.

If no input was recorded by your council for this year and/or last, the red indicator will be missing from the charts and the result for the overall population will be displayed.

We have developed some customised charts for this report, to allow us to convey rich and detailed information. We have provided further explanation below on how to interpret the distribution and bubble charts throughout the report.

Figure 1.16: Staff turnover rate (excluding fixed-term contract employees)

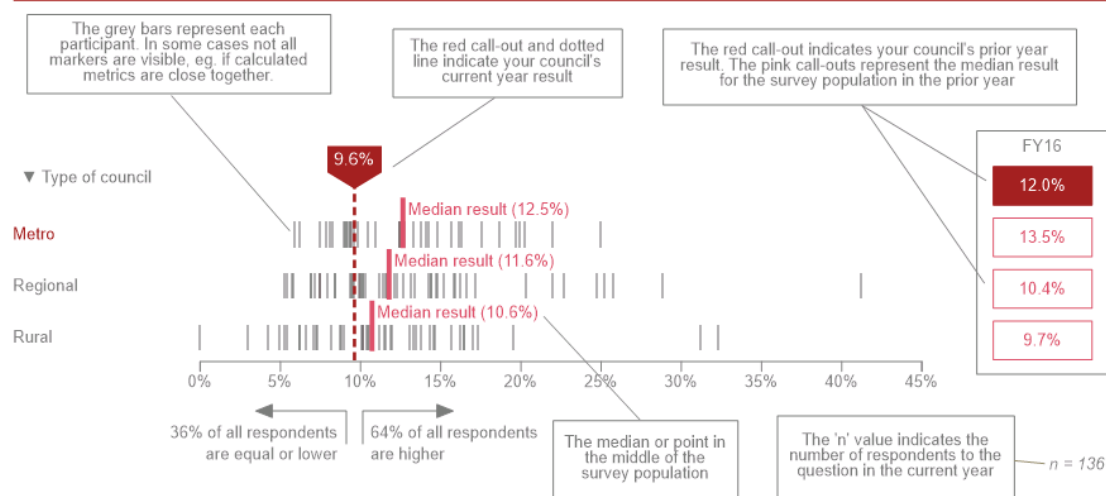
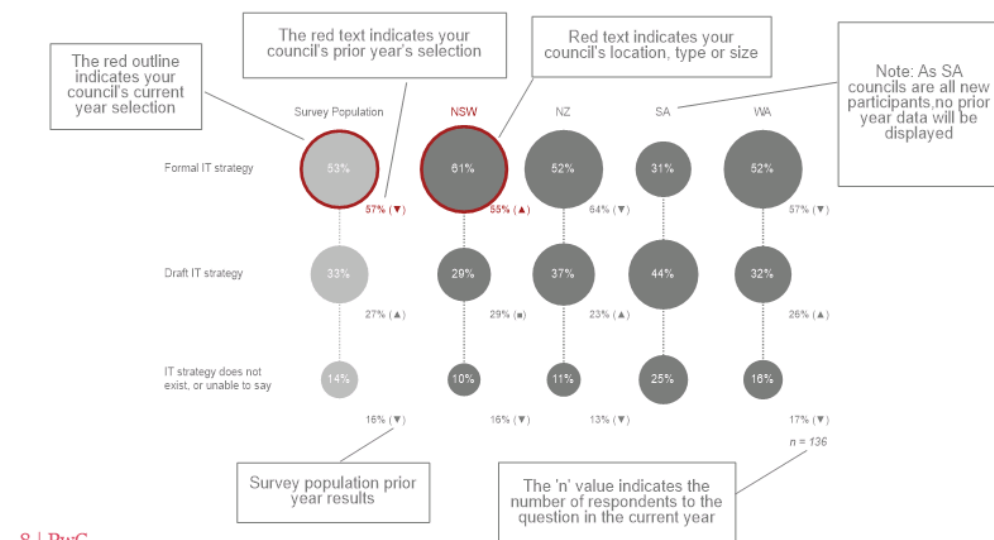
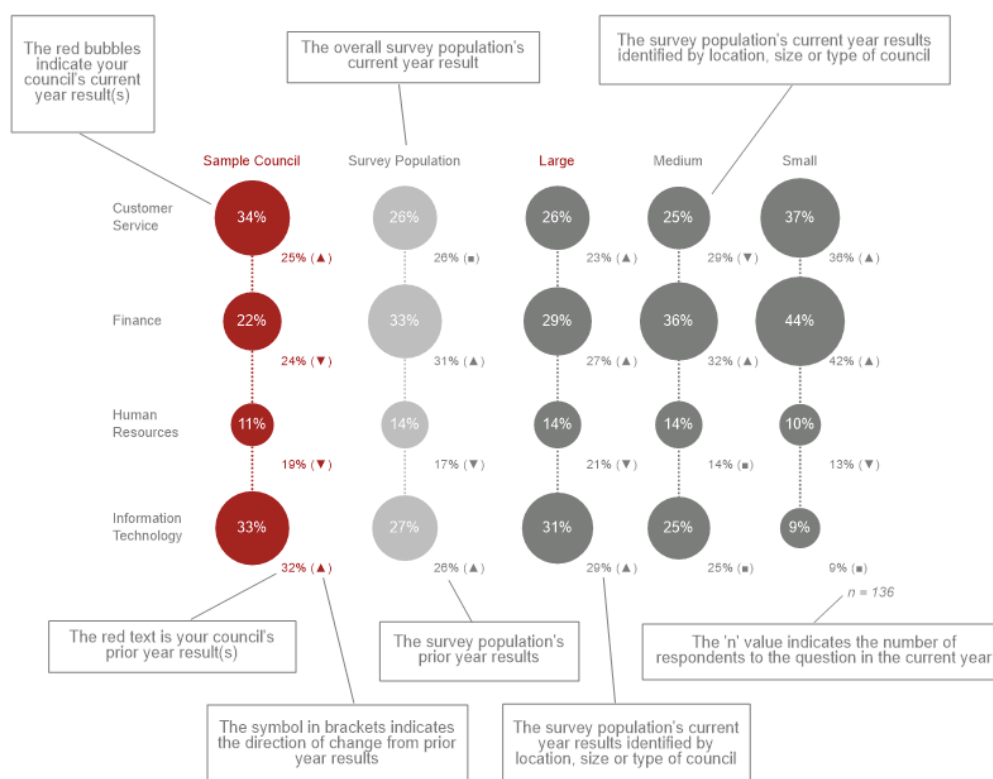


Figure 3.5: Leading councils have an IT strategy



Understanding this report

Figure 4.1: Breakdown of corporate service full time equivalents

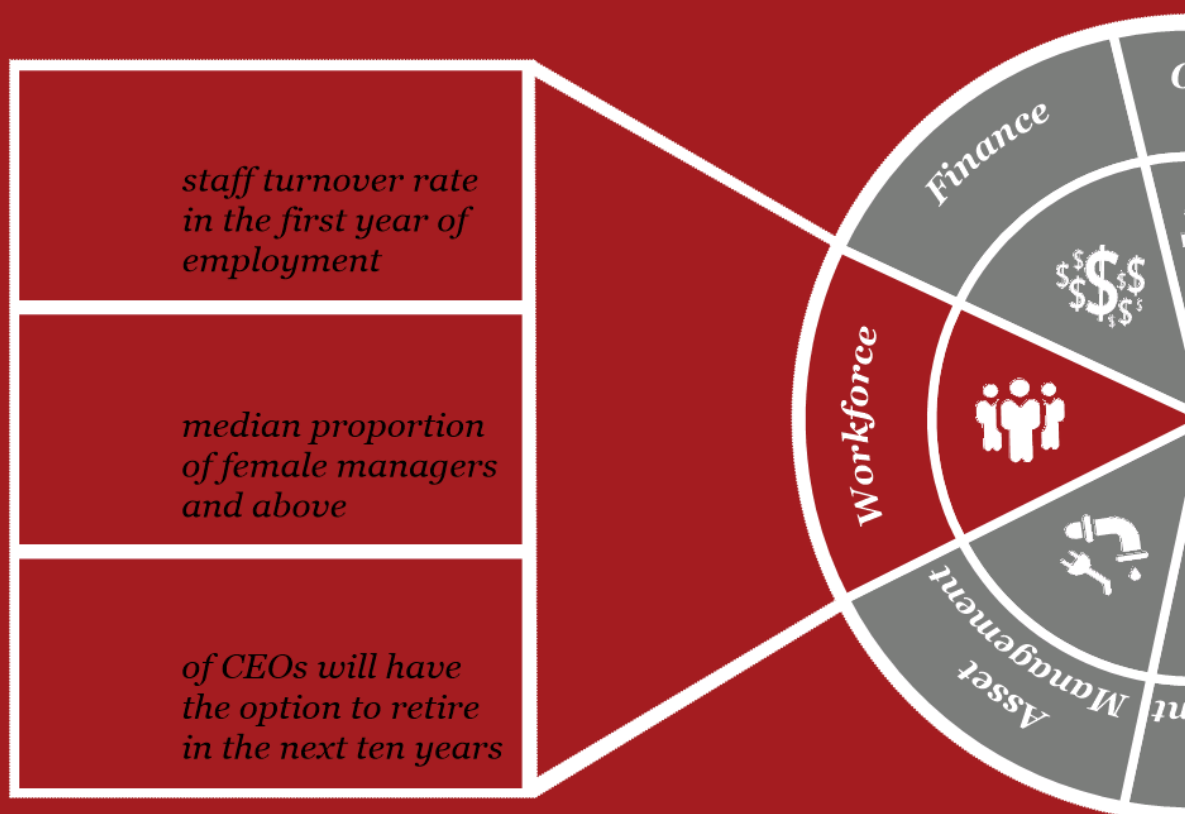


Before reading this report, it is important to note that it is not an in-depth customised analysis or review of each council's business operations. Instead, it reflects your council's results in relation to the total survey population. Participating in the LG performance excellence program should allow councils to:

- evaluate their own practices to better understand current operational and management performance
- identify areas of focus when striving to optimise operational excellence
- understand how businesses – and in some cases international businesses – perform in terms of workforce, operations and finance using results from similar surveys conducted by PwC globally.

Disclaimer :

PwC has not verified, validated or audited the data used to prepare this insights report. PwC makes no representations or warranties with respect to the adequacy of the information, and disclaims all liability for loss of any kind suffered by any party as an result of the use of this insights report. The intellectual property in this report remains the property of PwC



Shire of Mundaring's workforce profile at a glance

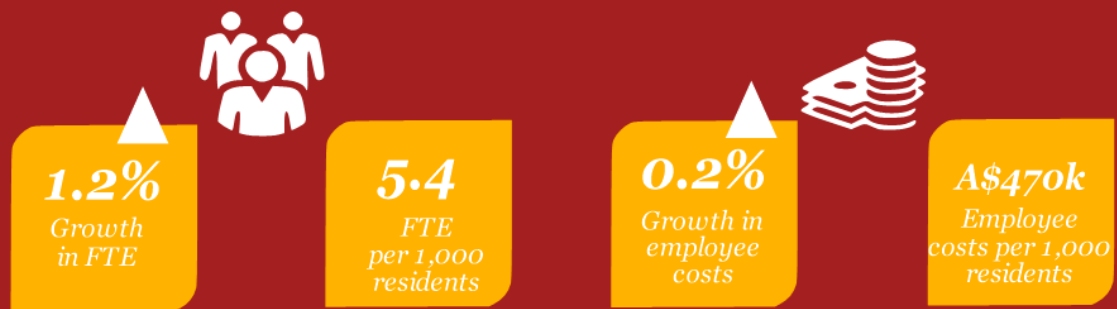
FY17

Metro council

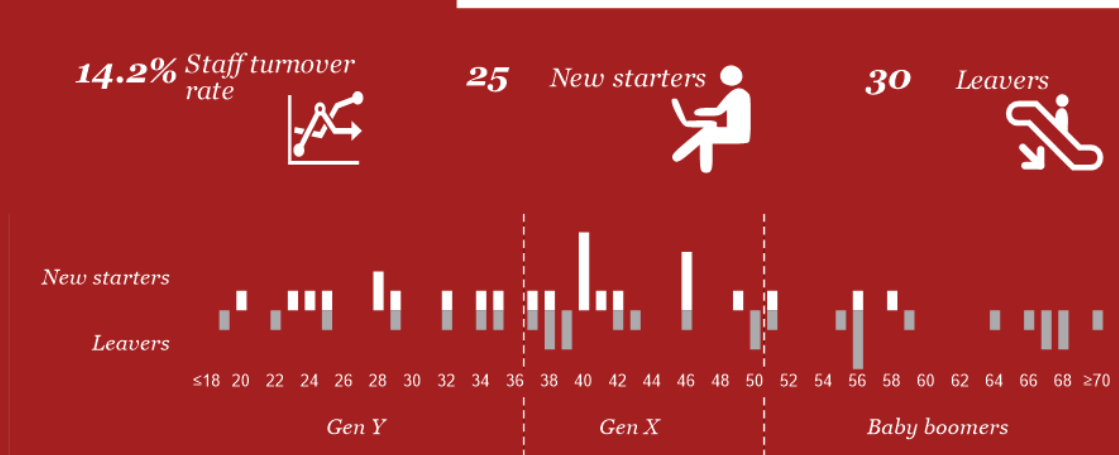
Medium council



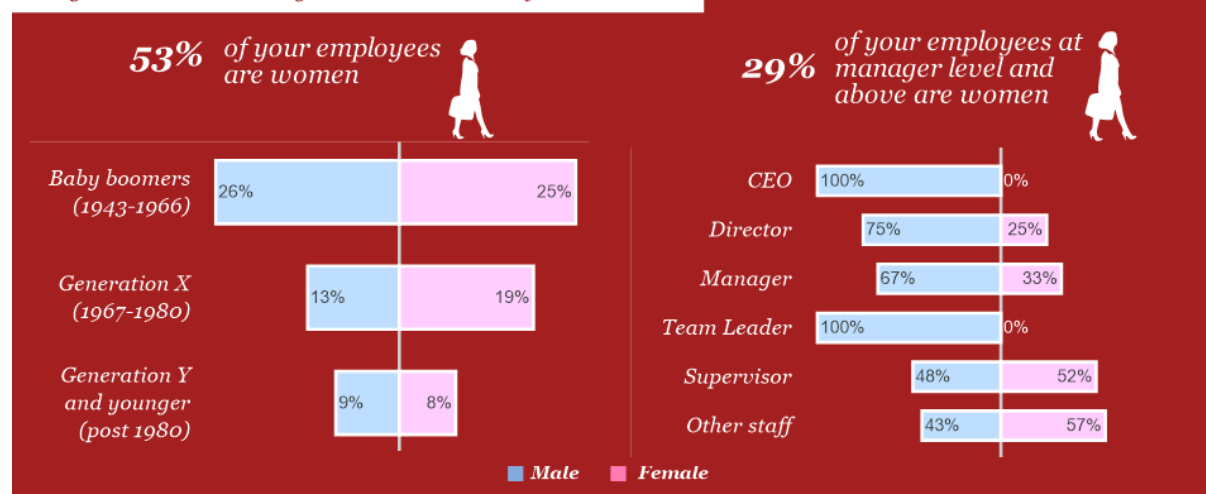
Your FTE and employee costs



Who joined and who left your council during FY17?



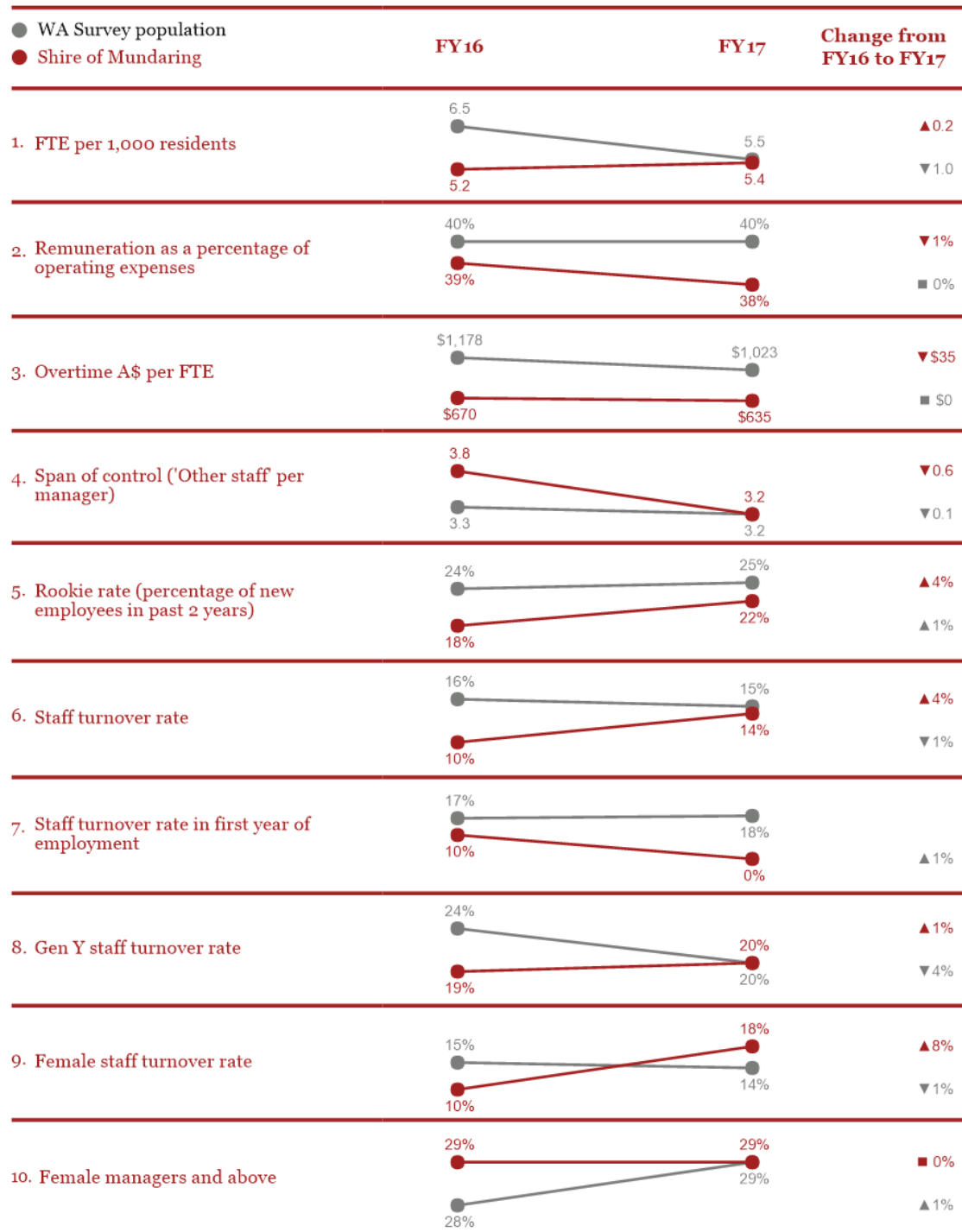
Does your council have a gender-diverse workforce?



Workforce

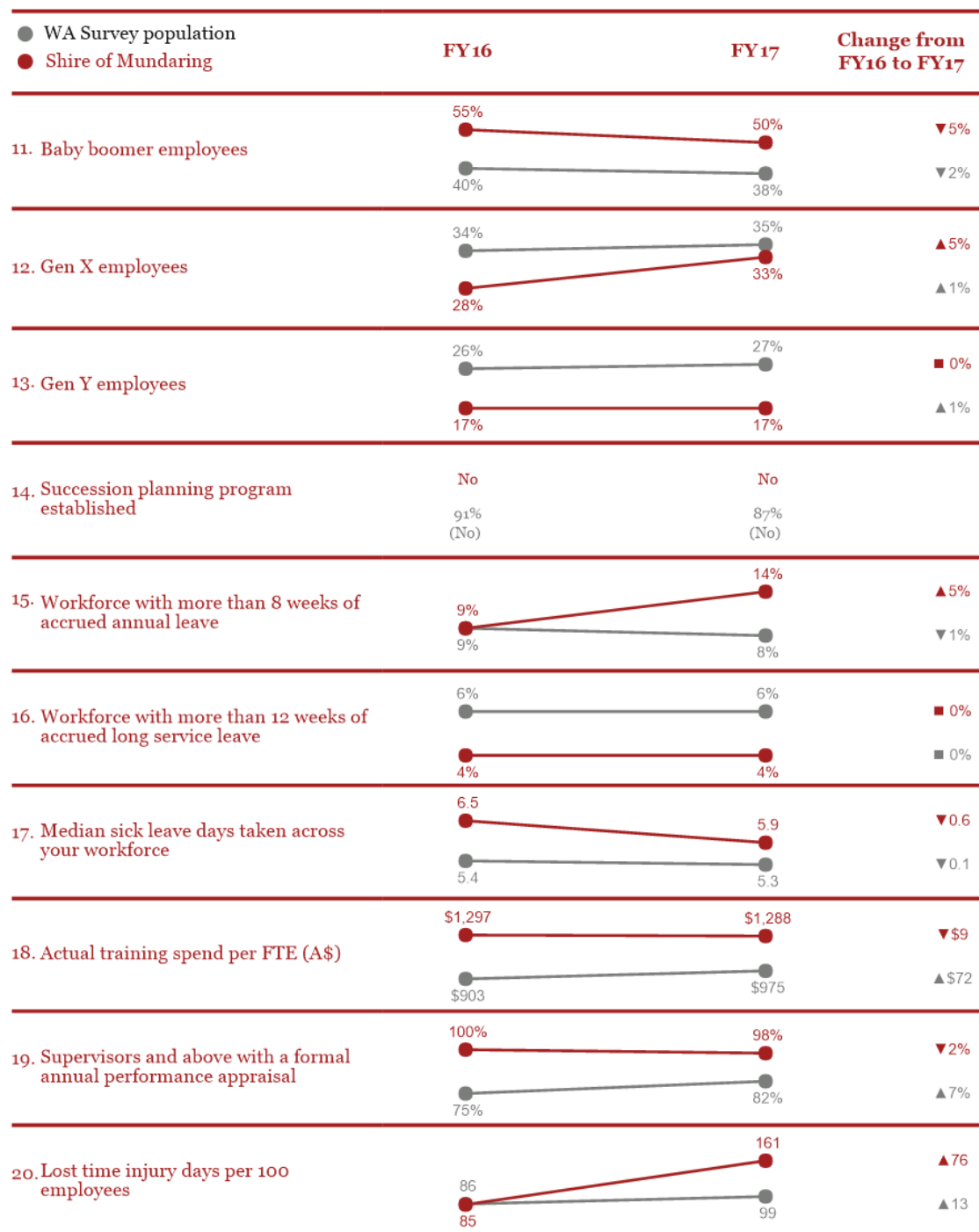
Workforce Trend Summary

Shire of Mundaring



Workforce Trend Summary

Shire of Mundaring



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Workforce

Workforce structure and cost impact

Employee costs

Talented, motivated people are vital to achieving high performance, particularly in service-based organisations. So it is critical to engage with your employees and to foster a culture where a customer-centric mindset is top of mind. This extends beyond skills and experience; the ask is now for employees to constantly anticipate customer needs and look for creative and innovative ways to delight and engage with the community they serve. People represent the largest expenditure area, and the most important productive asset, of every council.

Our findings show that the overall median council total employee costs remain relatively constant, comprising 35% of total operating expenses (down from 36% in the prior year). Interestingly, this proportion remains constant across all council jurisdictions with prior year comparatives (NSW, NZ and WA councils).

There remains a stark difference in this measurement between Australian and New Zealand councils. While the median council employee costs across the Australian councils range from 35% in SA, to 37% in NSW and 40% of total operating expenses in WA councils, NZ councils remain lower at 22%.

There are a range of factors driving this difference. This may be due to the greater extent of outsourcing of council services in NZ, and the different scope of services delivered (for example provision of water

by some councils in NZ). NZ councils spend 29% of operating expenses on outsourcing of services. In comparison, both NSW and WA councils spend around 15% of operating expenses on outsourced delivery, and 17% in SA councils.

Our 'employee cost share of total expenses' result links to the higher median full-time equivalent (FTE) per 1,000 residents in NSW councils of 8.9 FTE, 6.4 FTE in SA and 5.5 FTE in WA councils, compared to 5.1 FTE in NZ councils.



Figure 1.1: Employee costs as a percentage of total operating expenses (type of council)

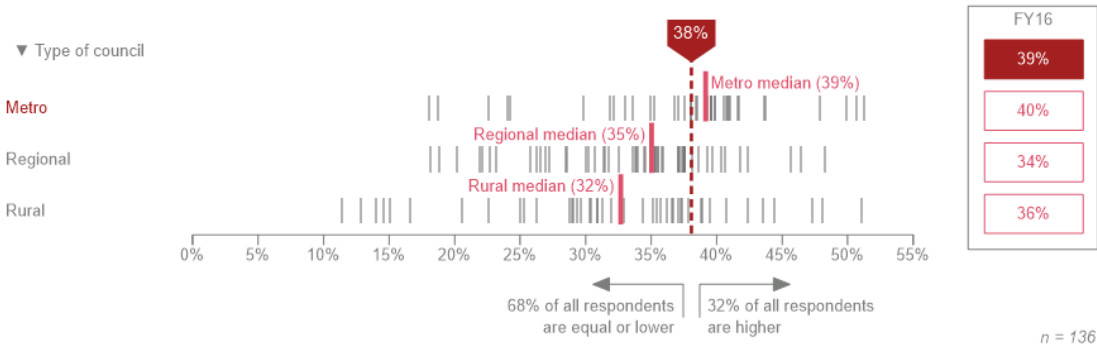
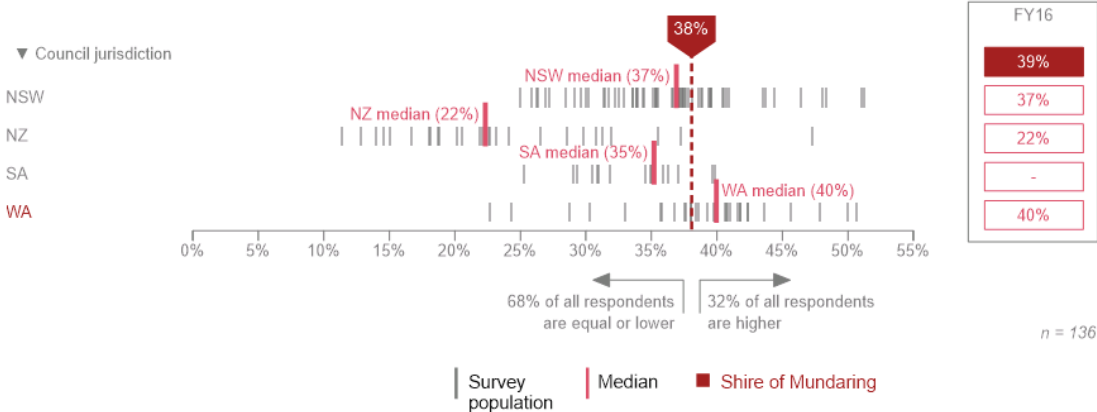


Figure 1.2: Employee costs as a percentage of total operating expenses (council jurisdiction)



Workforce structure and cost impact

Overtime

Although overtime can be an effective way to have experienced resources on hand, especially when dealing with seasonal fluctuations in workloads, it is important that overtime is managed carefully through appropriate resourcing and project management to avoid it becoming an unnecessary or unexpected drain on council funds.

Our survey shows that the median council spend on overtime for permanent and fixed-term contract employees as a percentage of total salaries and wages is now 1.8%. This result continues to fall each year, down from 2.1% in FY16, and 3.0% in FY15.

In NSW, however, the median overtime as a percentage of total salaries (3.8%, up from 3.6%) is more than double the overall median. It is possible the impact of recent merger activity on existing workloads has led to the use of overtime as a resourcing strategy; supported by minimal growth in

NSW council headcount (0.8%). However, use of overtime on an ongoing basis should be monitored in NSW councils, especially when compared to a lower median of 0.8% in SA, 1.4% in WA and 0.6% of total salaries in NZ councils.

Looking at this in another way, we observe the NSW median council overtime spend per FTE of A\$2,388, compared to the median SA council with just A\$635 and the median WA council at A\$1,023. NZ councils continue to operate with the lowest median spend of around A\$427 per FTE. This is likely due to the difference in the industrial salary awards across the Tasman, and the much higher rate of outsourcing within functions that traditionally utilise overtime as part of the resourcing strategy.

The Council Comparative Analysis Tool (CCAT) provides participating councils with the ability to create their own comparative groups to assess their use of

overtime against councils with comparable services, industrial frameworks and local labour markets.



Figure 1.3: Paid overtime as a percentage of total salaries and wages (council jurisdiction)

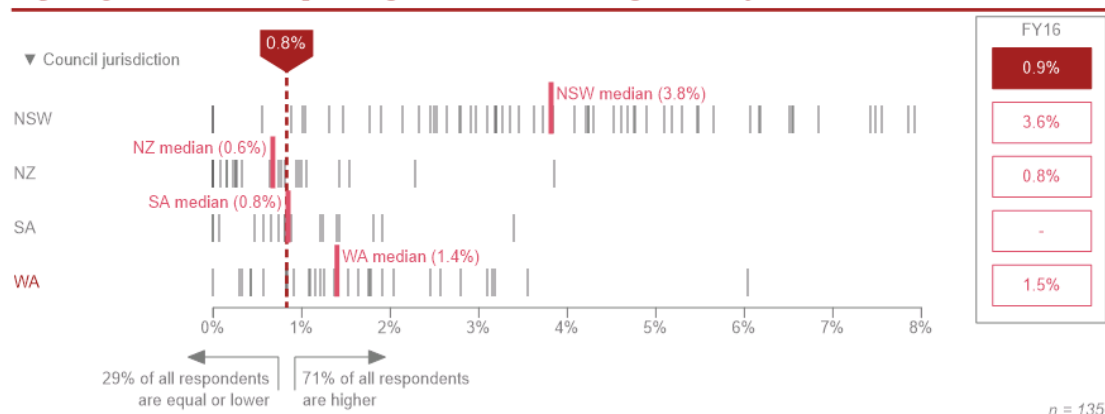
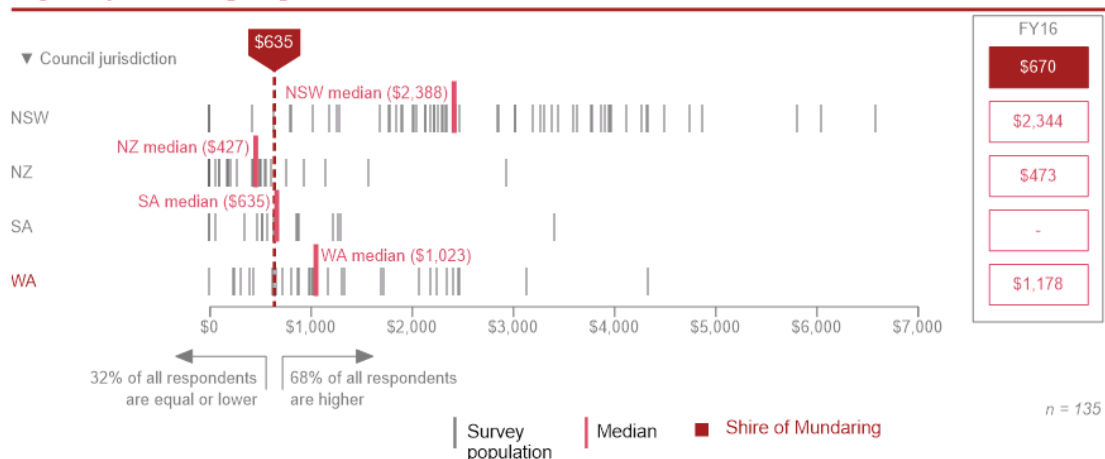


Figure 1.4: Overtime spend per FTE (A\$)



Workforce

Workforce structure and cost impact**Agency Staff**

Policies around the use and management of agency staff are an important consideration of a council's overall resourcing strategy. Agency staff provide councils with the ability to access additional resources (as opposed to using overtime as a way to supplement heavier workloads).

This is illustrated by metro councils who continue to rely more heavily on agency staff (2.4% median spend), compared to regional (1.1%) and rural councils (0%).

Our survey results continue to show the clear distinction between Australian and NZ councils in the use of agency staff.

Just over half of the surveyed NZ councils reported zero agency spend in FY17, explaining the median result of 0%. In contrast, we observe SA councils most likely to use agency staff, with a 2.6% median agency spend as a percentage of total employee costs.

This is followed by a median spend of 1.6% in NSW and 1.2% in WA councils. In FY17, only NSW councils increased their agency staff spend percentage, from 1.2% in FY16.

It is important that clear policies and procedures on the use of agency staff are established and agreed. In addition, it is good practice to monitor the costs incurred regularly, especially across the different service areas. This is to ensure current and future business and resourcing requirements are being managed appropriately.

Key considerations

- Are you actively assessing overtime levels by staff level, service area and manager group? Are there specific areas that dominate?
- Are you providing staff with the right training and resources to reduce unnecessary overtime?
- If you are using agency staff, have you recently reviewed your agreement with your preferred recruitment agencies to ensure you have negotiated the best possible rates?
- Does your council correctly balance the investment in its own workforce with flexible resourcing options?

Figure 1.5: Agency staff spend as a percentage of total expenditure on employees and agency staff (type of council)

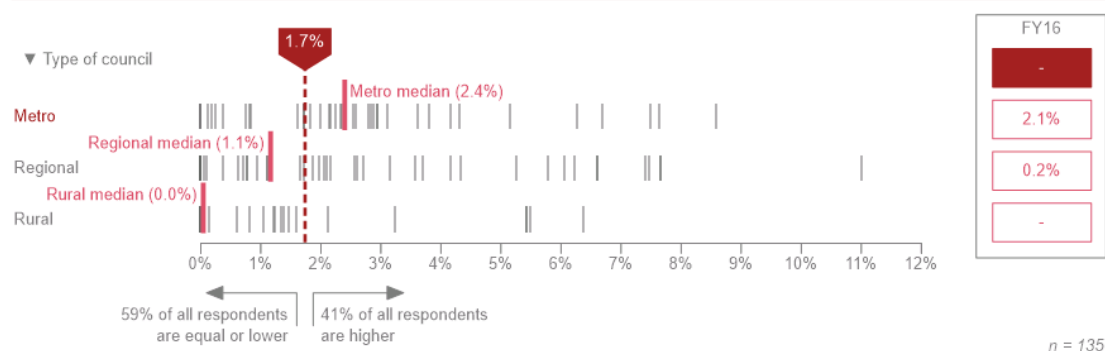
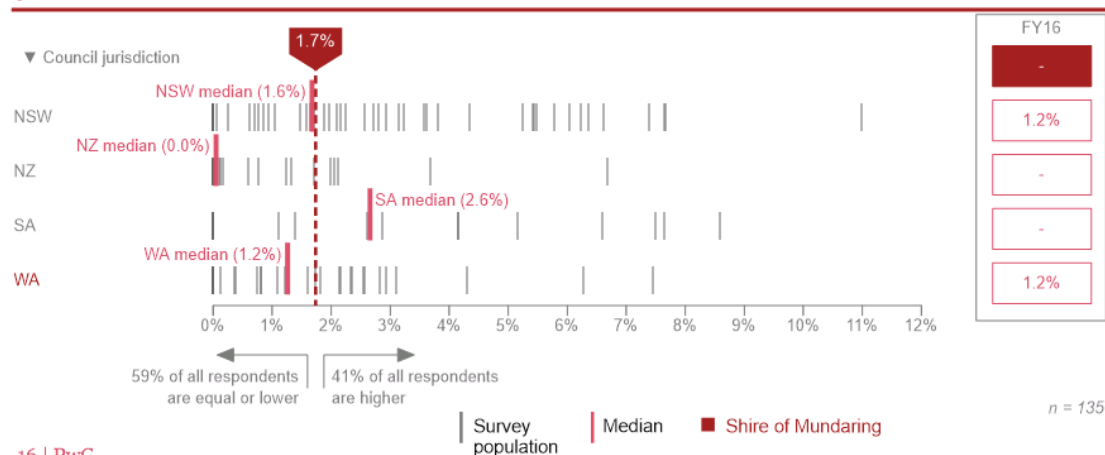


Figure 1.6: Agency staff spend as a percentage of total expenditure on employees and agency staff (council jurisdiction)



Organisational design

Span of control

The structuring of workforce requirements is often dictated by an assessment of the complexity of work and the associated risk levels involved when performing certain tasks. This assists organisations to determine the optimal size of management and to design teams with a blend of skills; both technical and management experience.

Our 'Span of control' metric can be used to monitor management overhead, as it measures the number of employees ('other staff' in our survey) as a ratio of the management population ('supervisors and above' in our survey). A higher span of control indicates reduced layers of management, which at its best can give staff more autonomy and on-the-job career development opportunities.

Our survey reveals that the overall median span of control has expanded slightly, suggesting a small decrease in management layers. In FY17, a median of 3.4 'other staff' per supervisor and above was calculated, compared to 3.1 in the prior year.

This is a result mainly from the change seen in NZ staff to supervisor and above (median 4.0, up from 3.7), with a smaller change in NSW councils (median 3.1, up from 3.0 in the prior year). On the other hand, the median result of 3.2 for WA councils is slightly lower compared to 3.3 in the prior year. Interestingly, SA councils join the program with a median of 3.6 'other staff' per supervisor and above, the highest result across Australian councils.

While we continue to see large councils being more likely to have larger spans of control, taking advantage of their geographic location and scale of operations, the median result of 4.0 'other staff' per supervisor and above has fallen, when compared to 4.3 in FY16, and 4.8 in FY15. Some 'grade inflation' may be occurring within the stable workforces of these councils - an issue to watch for as it drives cost pressure without necessarily impacting the potential output of the workforce.

Despite the span of control in small councils remaining low, with a median of 2.9 'other staff' per supervisor and above, the upward trend is encouraging; back in FY14, the median in small councils was 2.4 and it has continued to increase each year.

Local government will be looking to carefully manage costs, improve the speed of decision making, support staff development and, importantly, enhance responsiveness to market changes by having the right skills in place.

Definition

Span of control: Total number of 'other staff' per manager (defined as supervisors and above).

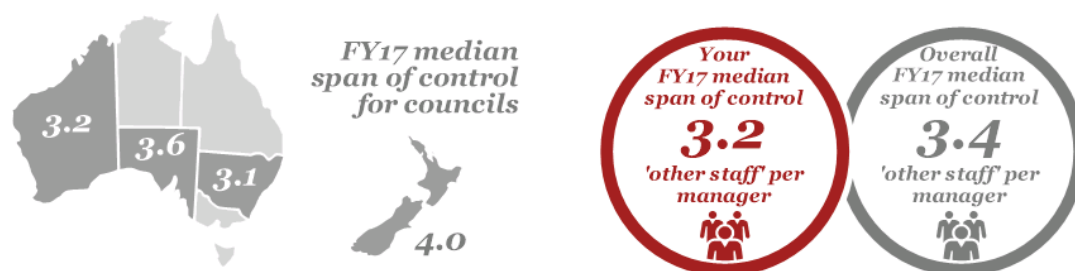
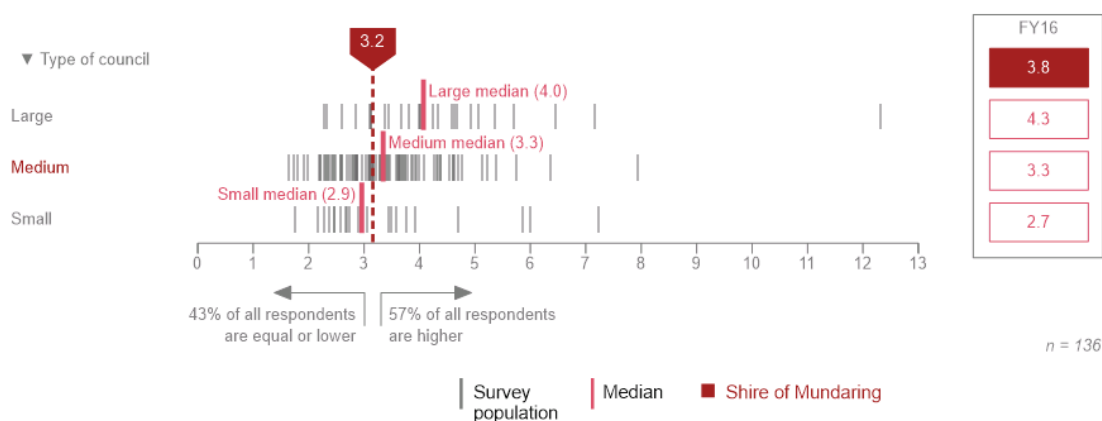


Figure 1.7: Span of control ('other staff' per manager)



Workforce

Organisational design**Staff level mix**

The charts on this page further explain span of control and enable councils to better understand how their staff level mix compares to the survey population, as well as size of council.

Following on from our analysis on span of control, we see a higher proportion of supervisors and above in small and medium-sized councils, representing around a quarter of the total workforce, compared to just 19% in large councils. This is an expected result, given the smaller functional team size in these councils, combined with the consistent

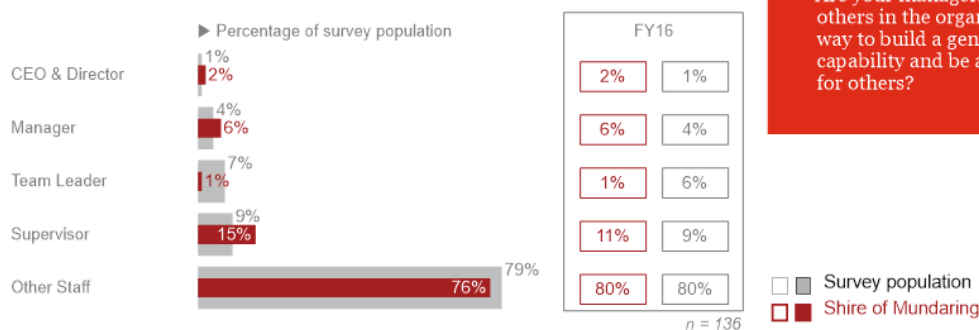
requirement for expertise and competence within each function.

Interestingly when compared to prior years, we see smaller councils increasing their percentage of 'other staff', which is reflected in the increased span of control. This shift may allow staff within smaller councils to increasingly work autonomously, exercising their innovation, creativity and skills.

Definitions for the staff levels used in our study are located in the final section of this report.

Key considerations

- Are you building an adequate pool of talented managers who can be used across your organisation to manage larger groups of staff and give you more flexibility in your resourcing, and your people more opportunities?
- Do you have the right staff mix so ambitious and talented staff are able to navigate a clear pathway to management?
- Are your managers mentoring others in the organisation as a way to build a generalist capability and be a role model for others?

Figure 1.8: Staff level split**Figure 1.9: Staff level split (size of council)**

Don't fall short on new talent

Rookie rate

The rookie rate – the proportion of employees who are new to councils in the past two years – shows that the previous upward trend in the median rookie rate over the years has stabilised, remaining at 23%.

However, the vast difference in the volume of new talent joining the management ranks, compared to those joining the 'other staff' level remains prevalent. For supervisors and above, the median council rookie rate shows 15% of people in these levels having two years or less experience, compared to 25% of 'other staff'.

Despite reform in NSW local government, we continue to see a very low median rookie rate for supervisors and above (11%), compared to NZ (20%) and WA (20%) councils. Similarly, SA councils are less likely to integrate new management

talent into the existing workforce, with a median rookie rate of supervisors and above of 13%.

We acknowledge the need to maintain a reasonable level of management stability in order to retain organisational knowledge and relevant experience. However, it is rare for an organisation to escape the value in the potential benefits that come from introducing new talent with the altering of team dynamics that can lead to fresh, innovative ideas.

The 2017 PwC Global CEO Survey, which surveyed 1,379 global CEOs in 79 countries, shows that skills remain at the top of CEO's agenda, with 77% of CEOs saying that they see the availability of key skills as the biggest business threat (ahead of the speed of technological change and changing customer behaviour).¹

Somewhat surprisingly, CEOs see the 'soft' skills as more important and more difficult to find than STEM and digital skills. These 'soft' skills, such as adaptability, problem-solving, creativity and leadership, are seen to stimulate innovation and collaborative spirit.

Definition

Rookie rate: Proportion of staff who commenced in the past two years.

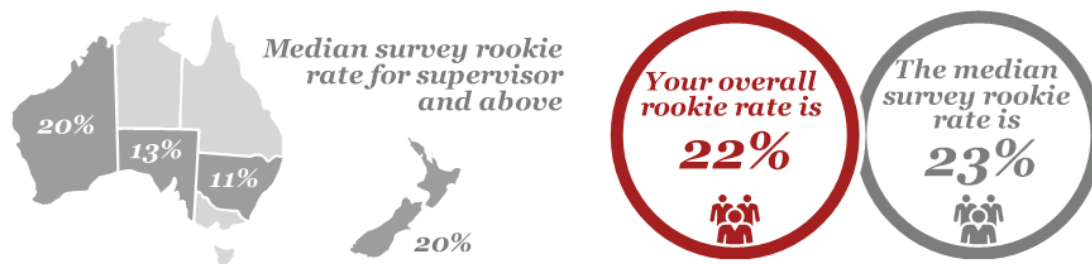
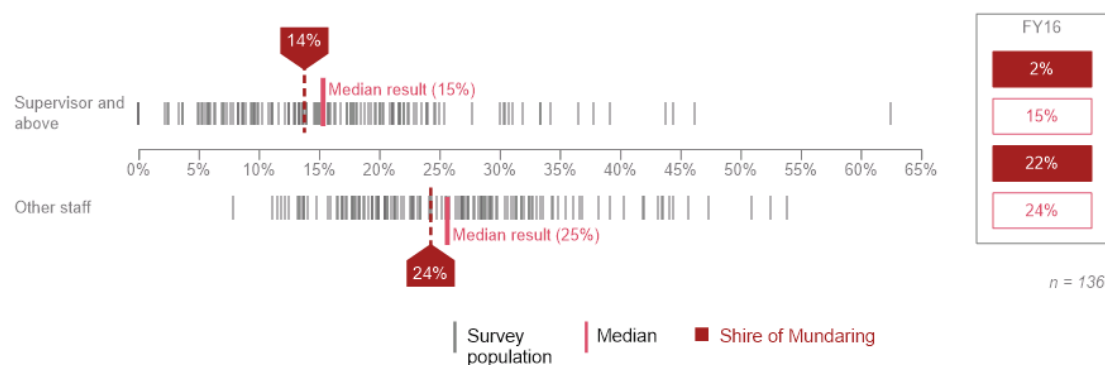


Figure 1.10: Rookie rate by staff level (proportion of staff who commenced in the past two years)



¹ PwC, 2017, 20th Annual Global CEO Survey, 'The talent challenge: Harnessing the power of human skills in the machine age'.

Workforce

Don't fall short on new talent

Corporate services rookie rate

Councils should be continually assessing their current talent management strategies, and establish a structured resourcing plan on how best to attract employees with the required skills, considering both technical and 'soft' skills.

In our program we focus on four corporate services areas – customer service, finance, HR and IT. The spread in median rookie rate has decreased from prior year, ranging from 20% in HR and finance, 22% in IT and up to 23% in customer service.

From the commencement of this program in FY14, we have been highlighting the need for fresh HR talent. Since then, the recruitment of HR employees has increased each year, evidenced by the median rookie rate of 25% of new HR employees in FY16, up from 17% in FY14. However, the HR rookie rate has now returned to a median of 20% employees with two years or less experience.

Improving digital and technological capabilities is one of the top five business priorities for CEOs.² Part of achieving this goal for councils will be bringing in new skills and new talent. It is encouraging therefore to see that the rookie rate in IT has increased to a median of 22%, up from 19% in the prior year. This indicates the

potential for new talent and new ideas to come into IT. A new blend of skills should assist councils to obtain the benefits from technology that other sectors are obtaining, improving both the employee and customer experience.

Recruiting new talent into finance has been a focus over the years, with a median rookie rate of 14% in FY14, growing to 18% in FY15 and then stabilising at 20% in both FY16 and FY17. This may be associated with our metric in Figure 2.1, where 72% of councils now have a CFO acting as a true business partner, up from 43% in FY14.

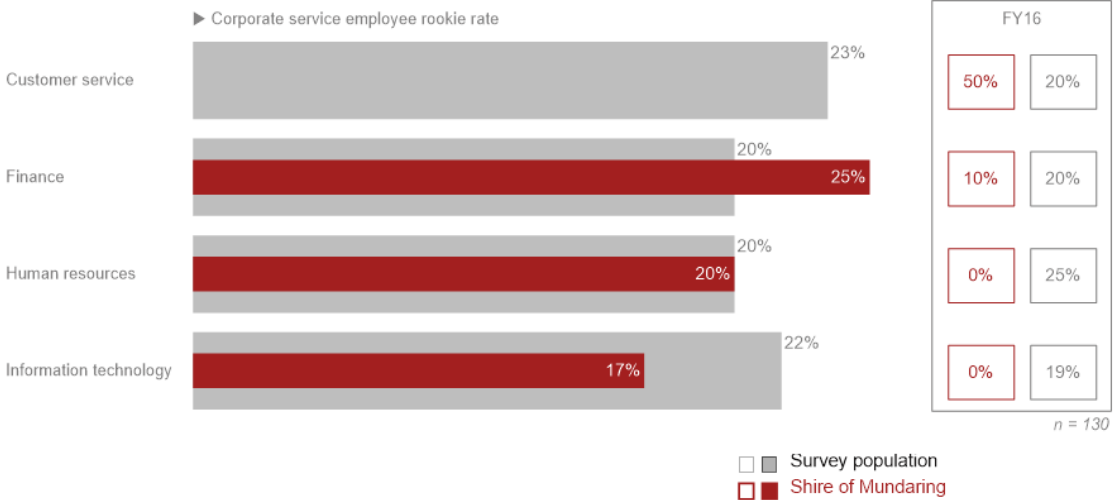
Although we observe more new employees in customer service, with the median rookie rate growing from 20% in FY16 to 23% in FY17, this is in line with the rise in the turnover rate in this area. This suggests a level of replenishment due to the rise in turnover, as opposed to growth.

We continue to encourage all councils to examine their existing talent pool and future skill requirements to ensure these vital corporate functions are staffed with the skills to be successful in supporting the council in delivering services demanded by the community into the future.

Key considerations

- Are you focused on recruiting staff who can be involved in building a dynamic, adaptable and flexible workforce, with the right skills and talent?
- Are you carefully considering how you attract the right mix of talent across all areas of the council?
- Are you developing a talent management strategy that responds to market changes, emerging customer needs and digital transformation?
- When recruiting for different roles, do you put enough weighting on generalist skills versus specialist local government skills? Do you put enough weighting on 'soft' skills versus technical skills?

Figure 1.11: Corporate service rookie rate



² PwC, 2017, 20th Annual Global CEO Survey, 'The talent challenge: Harnessing the power of human skills in the machine age'.

Attracting, retaining and engaging talent

Talent strategy

Employees gain skills and experiences over time that give many workers choice and opportunity to change roles, employers and careers, and this is why it is vital for organisations to present a strong employment industry brand to attract talent across the mix of skills required.

Global CEOs who participated in the 2017 global PwC CEO survey have identified the skills shortage as a key concern; 77% name it as a threat to their business, compared with 56%, just six years ago.³ The study goes on to find that 78% of these CEOs have changed their people strategy to reflect the skills and employment structures they need for the future.⁴

In local government, we continue to see three top areas of focus in the talent strategy; workplace culture and behaviours (88%),

in people (76%, now in second place), and effective performance management (75%, dropped from second to third place).

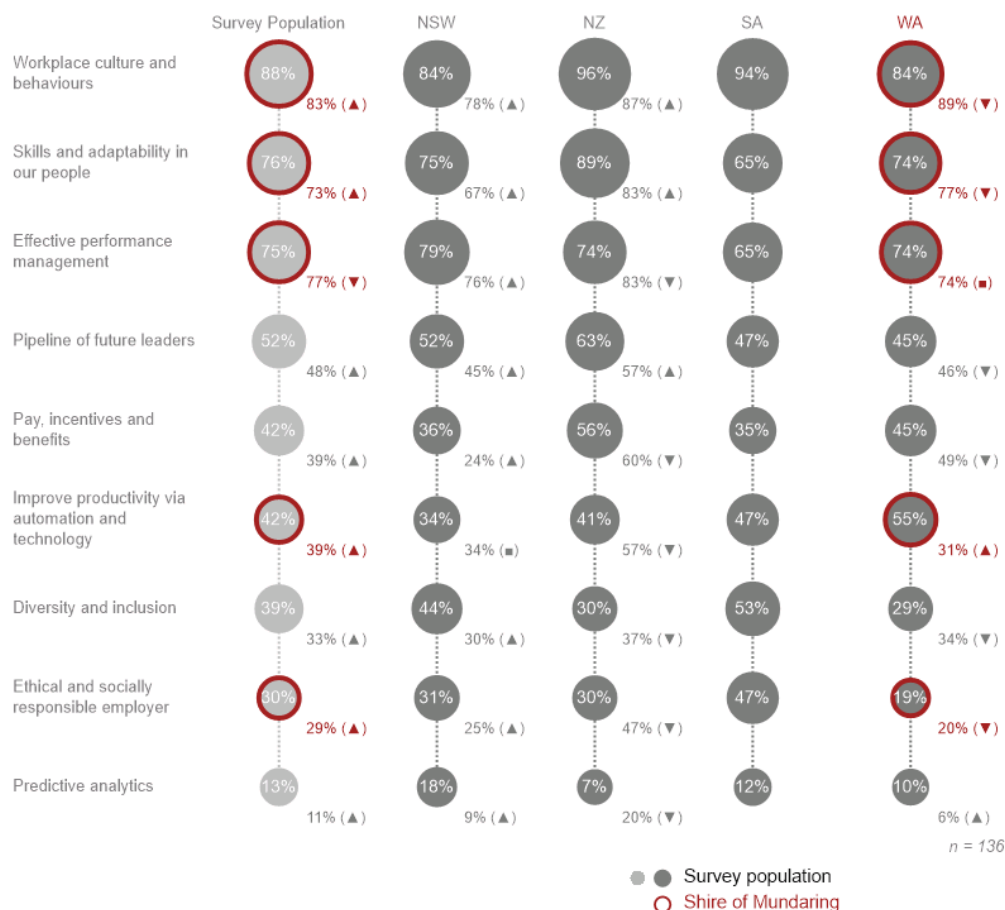
While these areas are extremely important as part of any organisation's talent strategy, they are focused on the present, rather than planning for the future. A focus on future leader pipeline is in fourth place, however, we see just over half of the councils (52%) making changes to their talent strategy to create impact for this very important next step in resource planning. Likewise, 42% are focused on productivity through automation and technology; another area that requires change to the talent strategy for the digital transformation taking place.

Interestingly, across NSW councils we see great strides taking place in managing the pipeline for future leaders, with 52%

focused in this area, up from 45% in the prior year. NZ councils are also focusing heavily here, with 63%, up from 57% a year ago. It is encouraging to see WA councils honing in on the important area of improved productivity via automation and technology; 55% are now changing their talent strategy to accommodate this area, up from 31% a year ago.

In the 2017 PwC global CEO survey, 87% of CEOs said they actively promote diversity and inclusion within their people strategy.⁵ This is an important area where local government bears a special responsibility to lead. However, our results show this is an opportunity for improvement, especially for NZ (30%), WA (29%) and NSW (44%). SA councils are more likely to focus in this area, with 53% doing so.

Figure 1.12: Areas of focus in the talent strategy



³ PwC, 2017, 20th Annual Global CEO Survey, 'The talent challenge: Harnessing the power of human skills in the machine age'.

⁴ Ibid.

⁵ Ibid.

Workforce

Are you recruiting staff with a diverse career background and gender?**New starter career backgrounds**

When preparing for a recruitment campaign or designing new roles within local government, it is important to search for, interview, and ultimately recruit, employees with a diverse range of skills and experience. Relevant industry experience is always attractive and can make for an easy transition for new employees. However, there is also merit in recruiting employees from vastly different industry backgrounds to foster a culture of fresh and innovative perspectives.

We asked councils to tell us more about their new starters such as whether they come from local government, state or

federal government, or other. We also included a category called 'unknown' for those councils that do not record the previous employment history of their new employees.

Interestingly, Australian councils are far more likely to see movement of staff between councils, compared to NZ councils. This is demonstrated by 12% of new starters in SA recruited from the local government sector, 14% in NSW and 17% in WA, compared to just 4% in NZ councils. New starters in NZ councils (76%) are more likely to come from

outside of government suggesting greater access to a broader range of skills, but a more limited transfer of industry knowledge.

It should be noted that 61% of SA councils do not capture prior employment history for new starters. This is a missed opportunity for SA councils to be able to easily and quickly tap into prior skills or other industry knowledge, as well as analyse this information in order to determine how prior experience may affect the recruiting, onboarding and ongoing performance of staff.

Figure 1.13: Proportion of new starters from the local government sector



Are you recruiting staff with a diverse career background and gender?

Recruitment gender diversity

Local government has been moving towards gender equality in recruitment practices since FY14, and in FY16 gender equality in recruitment was established. In FY17, we now observe more women than men being recruited into councils, with an overall median of 52% female new starters.

The increase in female new starters is present across all council jurisdictions. NZ councils continue to be more likely to recruit females, with a median of 61% female new starters, up from 57% in the prior year. This links to the higher overall female workforce in NZ councils as explored in the Gender Diversity section within this report.

The recruitment of females across WA councils has also grown, with a median of 53% females, compared to 50% in the prior year. NSW councils have increased the proportion of females being recruited, with a median of 45% (up from 43%), but

it still remains the lowest of the council jurisdictions. SA councils are closer to gender equality in their level of recruitment, with a median of 47%.

Metro councils recruited a median of 55% female new starters in FY17 (up from 52% in the prior year). In FY17 rural councils have achieved overall gender balance in recruitment, and regional councils have increased from a median of 46% in the prior year to 48%.

We note that where overall gender balance is achieved, this can sometimes be because results have been aggregated across several imbalanced workforces; a common example of this being male dominance in outdoor workers and female dominance in children and aged care services.

Our analysis at a service level, presented in our Service Delivery section, provides a comparison within these workforces and gives councils the opportunity to set goals at the service area level.

Key considerations

- Are you educating those involved in recruitment to be aware of, and avoid, unconscious bias in the recruitment decision-making process?
- Do you understand what your current employer brand offers prospective staff? When did you last review and refresh your employer brand?
- Do you understand the most successful method for recruiting staff in your region? Do you use multiple channels to find talent?

Figure 1.14: Proportion of female new starters (council jurisdiction)

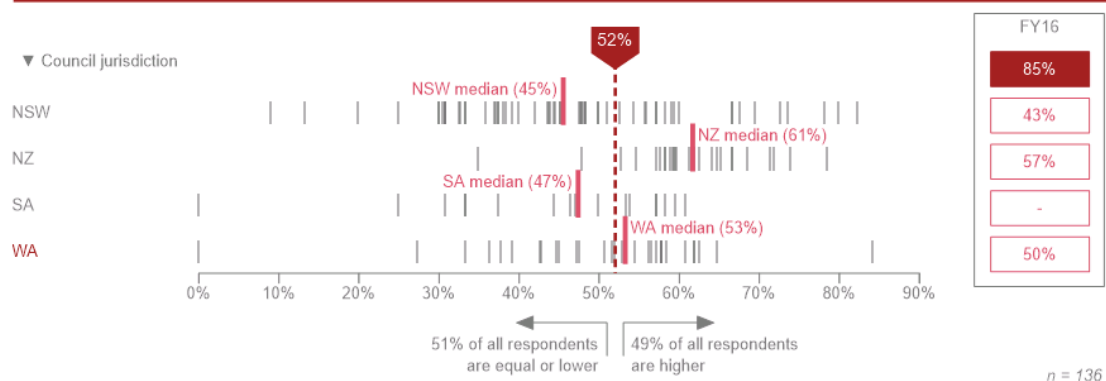
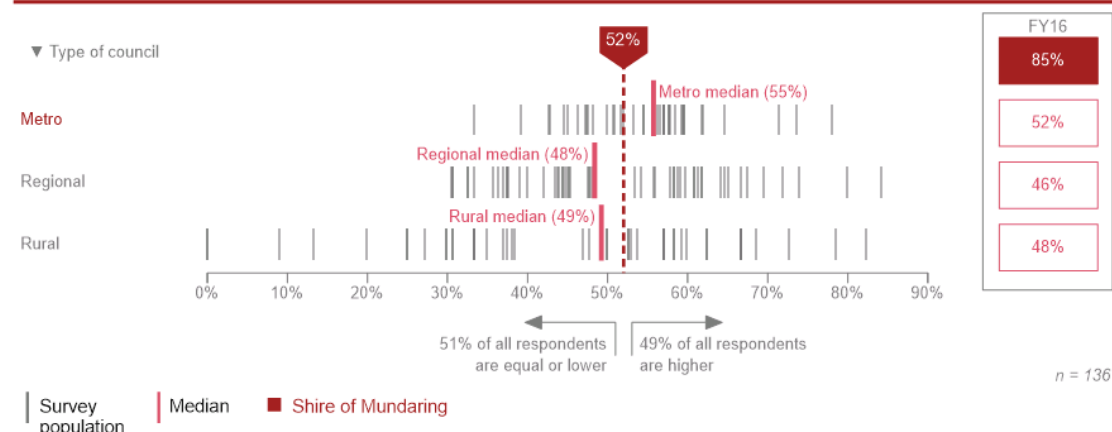


Figure 1.15: Proportion of female new starters (type of council)



Workforce

Are you striking the right balance between retaining and refreshing your people?**Staff turnover**

For the first time in our program, we find the overall median staff turnover rate has decreased; it is now 12.8%, down from 13.4% in the prior year (including fixed-term contract employees). A factor contributing to this overall reduction from the prior year is the inclusion of SA councils, with the lowest median staff turnover rate we have seen so far in this program, at 8.7%.

As a comparison, the Australian HR Institute, surveyed 603 Australian members in 2015, and found that the average staff turnover rate was 16%.⁶

In Figure 1.16, we observe a reduction in the median staff turnover rate for WA councils (14.7%, down from 16.2% in the prior year), compared to higher staff turnover rates in NSW and NZ councils.

NSW councils are experiencing the highest churn rate since the inception of this program, likely a result of departures now there is less uncertainty around merger activity and impacts. NSW's median rate is 12.2%, up from 10.9% a year ago.

NZ councils have the highest staff turnover rate overall, with a median of 17.4%, up from 16.9% in the prior year.

This year we observe metro councils experiencing a growth in the turnover rate, with a median of 14.6%, up from 12.4%. Conversely, turnover rates have decreased in regional and rural councils, from 14.1% to 12.2% for regional, and from 13.3% to 12.5% for rural.

In Figure 1.17, we exclude fixed-term contract employees from the staff turnover rate, and the overall median staff turnover rate reduces to 10.8% (decrease from 11.5% in the prior year). We find this has the most impact on the NZ council median turnover rate, reducing from 17.4% to 13%, suggesting that an amount of turnover can be explained by fixed term contracts ending.

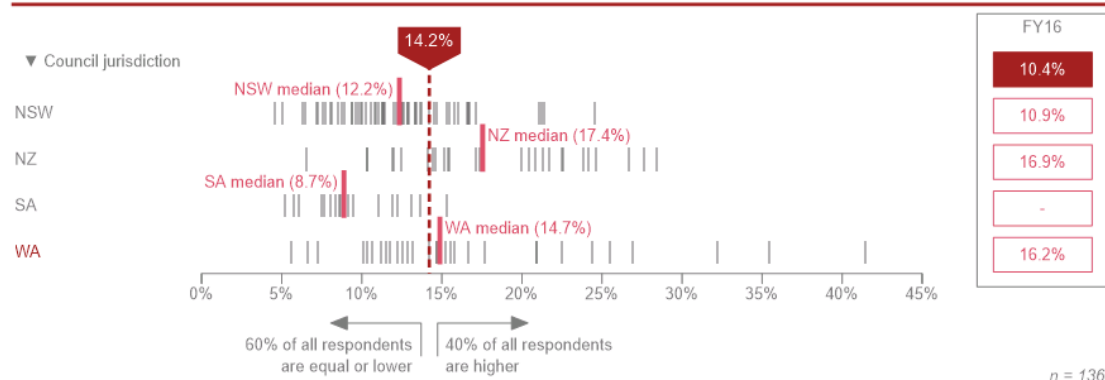
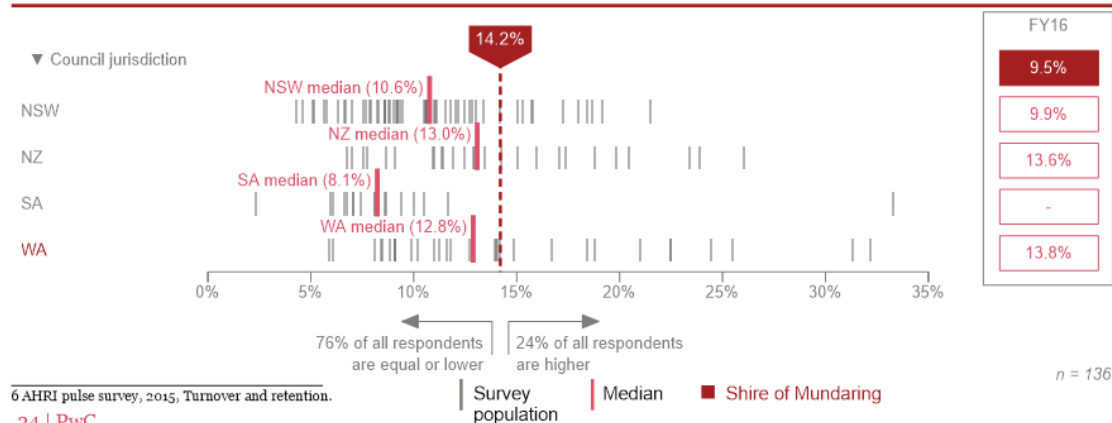
While many councils will aspire to achieve a downward trend in the staff turnover rate year on year, there are benefits in maintaining a reasonable level of turnover to allow for opportunities to promote key internal talent, or hire employees with new and diverse skills.

Key considerations

- Are you reporting and reviewing staff turnover at more granular levels, for example, by service area and/or staff level, so you have a good sense of where there are differences?
- Are you refreshing your staff at the right rate so you can achieve your goals and meet community needs in the future?
- Do you have the right mix of permanent and fixed-term contract staff to account for seasonal services provided by your council?

Definition

Staff turnover rate: Total number of all leavers in the year divided by the headcount at the start of the year (excluding casual employees).

Figure 1.16: Staff turnover rate (including fixed-term contract employees)**Figure 1.17: Staff turnover rate (excluding fixed-term contract employees)**

Turnover rate for employees in their first year of employment

Staff turnover rate in year one

Our analysis on staff turnover rate goes on to explore the frequency of new employees resigning. Examining the turnover rate in the first year of employment is an indicator of the quality of hire, and the extent to which each role delivers on expectations held by employees. An employee leaving within the first year of employment, whether that is voluntarily or involuntarily, demonstrates a poor fit.

When assessing the staff turnover rate in year one, we have excluded fixed-term contract employees from the calculation. Although it has decreased from the prior year (16.7%), the median turnover rate of employees in their first year remains significantly higher, at 15%, compared to the overall equivalent turnover rate of 10.8%.

Retaining new recruits in local government remains a serious issue, especially in WA and NSW councils. In WA councils, the median year one turnover has actually increased (18.2%, up from 17.4%), and it is much higher than the equivalent overall WA council turnover rate of 12.8%. Although the median year one turnover has improved in NSW councils (15.4%, down from 16.1% in the prior year), it remains remarkably higher than the equivalent overall NSW council turnover rate of 10.6%.

As we have already revealed, the median staff turnover in SA councils is very low. The difference between the median year one turnover rate (9.1%) and equivalent overall of 8.1% is small and suggests a different employment environment to other Australian councils.

The lower rate of churn in SA councils is likely due to the higher than average SA unemployment rate experienced over the past years. As such, SA councils may need to refer to other indicators of employee engagement to gauge motivation levels.

Conversely, we see an improved quality of hire and fit of new recruits in NZ councils, evidenced by the median year one turnover rate falling to 11.9%, down from 15% a year ago. On top of this, the median NZ year one turnover rate is lower than the overall equivalent rate of 13%, indicating a greater departure of NZ longer serving employees, compared to new recruits.

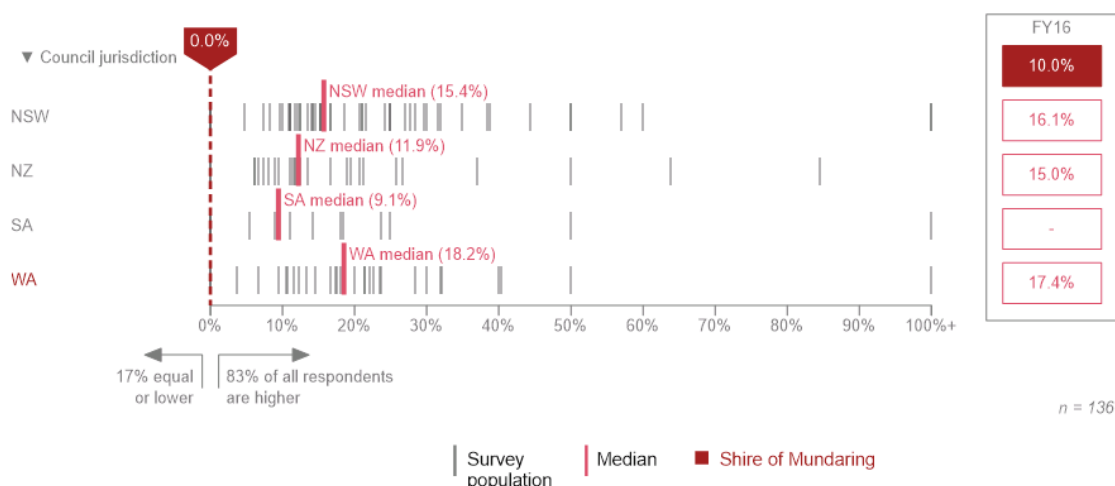
When looking at type of councils, metro councils are more likely to experience higher churn of new employees, with a median first-year turnover rate of 19%, compared to around 13% in both regional and rural councils. This may reflect that new employees in metro areas have increased employment options, including the option of working for another council within an easy commute.

Regardless of whether retention of new employees is unique to the local government sector or not, councils should be examining the reasons behind high turnover in the first year. It is possible that councils are facing a mismatch in their external and internal employer brand, especially when it comes to attracting and retaining newly recruited female and Gen Y employees. The increasing presence of Gen Z (post 1995) in the workforce will bring even more challenges and changes in attracting and retaining this next generation of talent.

Any council with a high turnover rate for employees in their first year of service should be looking much deeper into recruitment practices and exit interview results. This should allow councils to better understand the possible shortfall in the employee value proposition and why they may be struggling to retain new recruits.



Figure 1.18: Staff turnover rate in the first year (excluding fixed-term contract employees)



Workforce

Turnover rate for employees in their first year of employment**Female turnover rate in the first year**

It is encouraging to see that overall the rate of female employees leaving in their first year of employment has fallen slightly to 17%, down from 18% a year ago. There has been no movement in the median male staff turnover rate in the first year, remaining steady at 14%.

Unfortunately, the rate at which women are leaving NSW councils has increased to a median year one turnover rate of 20%, up from 17% in the prior year. In comparison, the rate at which men are leaving in their first year of employment in NSW councils, only altered from a median of 13% in FY16 to 14% in FY17.

In WA councils, the decrease in the median female year one turnover rate, dropping down to 17%, from 23% in the prior year, means that the year one turnover rate is consistent across both genders. Meanwhile, in NZ councils there has been a slight adjustment since the

prior year, with more women (14%) leaving in year one, compared to 13% of men.

The zero median result for both genders in SA councils is explained by the small number of councils with staff turnover in the first year of employment.

When examining the different types of councils, we found metro councils face more challenges in retaining both women (20%) and men (18%) in their first year of service, compared to a lower year one churn rate in regional and rural councils.

In rural councils in FY17, we see both women and men leaving at the same rate in their first year of employment, with a median result of 13%. However, in regional councils, women in their first year of employment are leaving at a faster rate (16%), compared to men (11%).

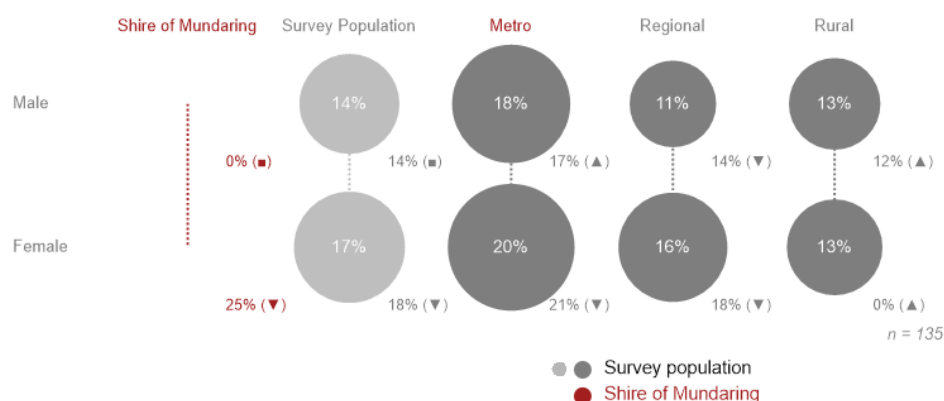
The 'Winning the Fight for Talent' report surveyed over 4,000 employees and career starters to examine gender-inclusive recruitment around the world.⁷ We have listed the top five critical areas in attracting and retaining female talent:

- Opportunities for career progression
- Competitive wages and other financial benefits
- Flexible work arrangements and a culture of work-life balance
- Excellent training and development programs
- Good benefits package, for example insurance, healthcare and other benefits.

Figure 1.19: Median gender turnover rate in the first year (council jurisdiction)



Figure 1.20: Median gender turnover rate in the first year (type of council)



⁷ PwC, 2017, 'Winning the fight for female talent - How to gain the diversity edge through inclusive recruitment'.

Turnover rate for employees in their first year of employment

Generational turnover rate in the first year

We performed further analysis on the turnover rate in the first year of service and whether there were any trends within the generations. While across the majority of jurisdictions, councils do have more difficulty retaining year one Gen Y employees, compared to year one baby boomers and Gen X, the gap is closing especially between Gen Y and Gen X.

A year ago, Gen Y employees were 1.5 times more likely to leave in their first year than Gen X, but this has now dropped to 1.2 times; Gen Y at 15%, compared to Gen X at 13%.

This is due to the fall in the overall median year one turnover rate for Gen Y (from 19% to 15%), with Gen X remaining stable at 13%.

Unlike the other council jurisdictions, NZ councils experienced an increase with a median year one turnover rate for Gen Y employees of 18%, compared to 14% in the prior year.

WA councils continue to sit with the highest median year one turnover rate across all generations, 19% for Gen Y, 14% for Gen X and 17% for baby boomers. The year one turnover rate for baby boomers in WA has increased dramatically from 10% in the prior year to 17%.

The 2017 PwC global Next Gen⁸ survey included in-depth conversations with 35 next gens, from 20 different countries, backed up with online polling of over 100 next gens. The survey results clearly showed that there are a set of common success factors among the next gens. This is referred to in the survey as the 'five Cs', and should be key considerations when looking at the retention of Gen Y employees:

• **Culture:** A supportive culture that allows creativity and the chance to take on responsibility.

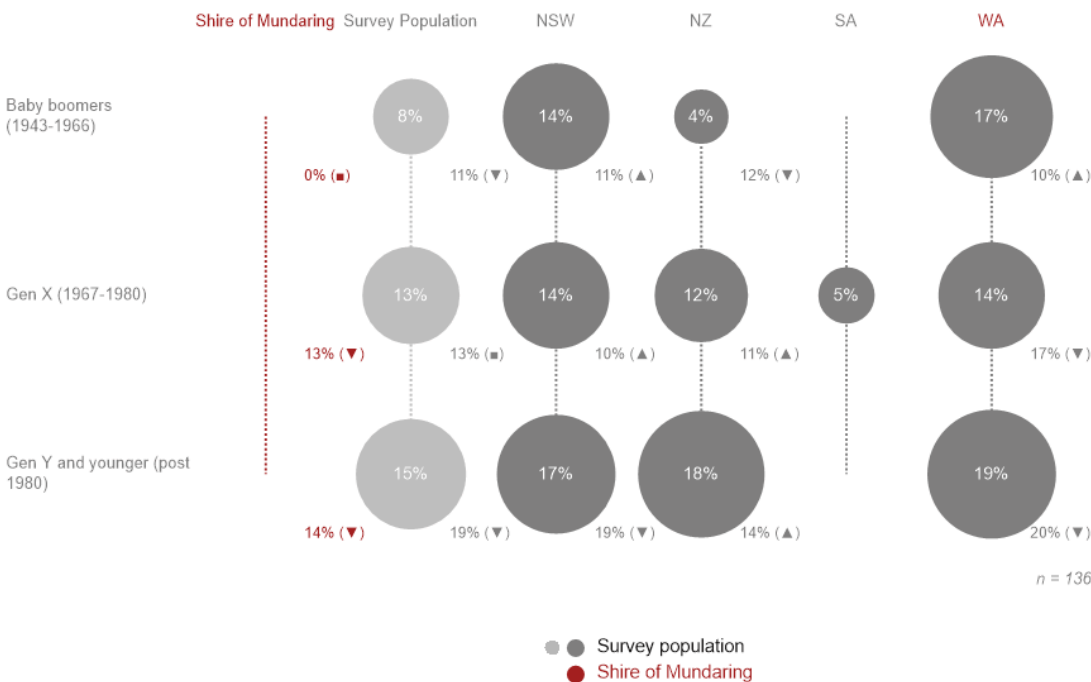
• **Communication:** Genuine two-way engagement between the current and next generation, based on mutual respect and trust.

• **Clarity:** Clarity sits at the heart of effective management and governance. Whether it's clarity of strategy or roles and responsibilities.

• **Credibility:** A lack of experience or age, perceived or actual, may lead to a credibility gap, and this will always be a challenge for next gens.

• **Commitment:** Businesses will need to make a commitment to the development of the next generation, but the next gen need to repay that with a willingness to invest time in the business.

Figure 1.21: Median generation turnover rate in the first year



8 PwC, 2017, Next Gen Survey, 'How the next generation of family business leaders are making their mark - Same passion, different paths'.

Workforce

Who is leaving your council?**Staff turnover rate in detail**

To allow councils to further dissect their staff turnover rate, we have performed the same calculations across five different dimensions. These turnover calculations exclude casuals but include fixed-term contract employees.

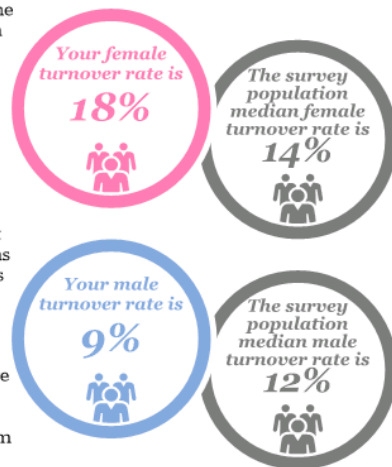
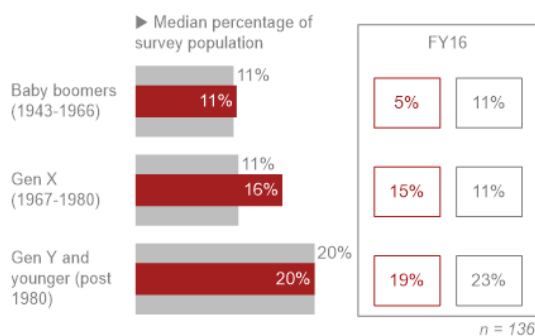
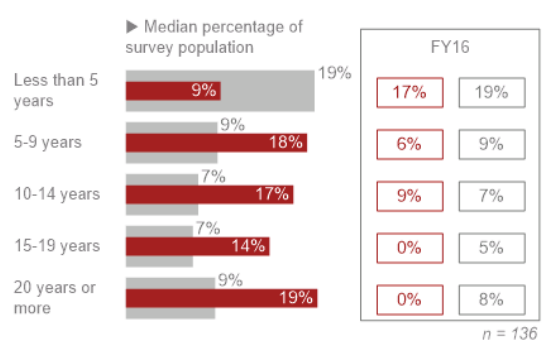
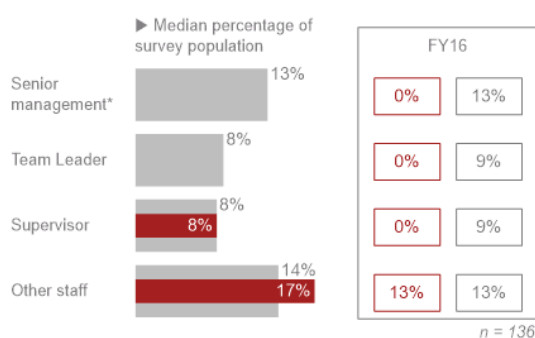
Our findings show that the median baby boomer turnover (11%) and Gen X turnover (11%) remain unchanged, but the comparison to the median Gen Y turnover rate (20%) continues to suggest that Gen Y employees are far more likely to leave a council.

The overall median Gen Y turnover rate is coming down, sitting at 20%, after spiking at 23% in FY16. However, this is a result of the decrease in the median Gen Y turnover in WA councils (20%, down from 24% in the prior year) and the introduction of SA councils with a much lower median of 15%, as opposed to all council jurisdictions experiencing a decline.

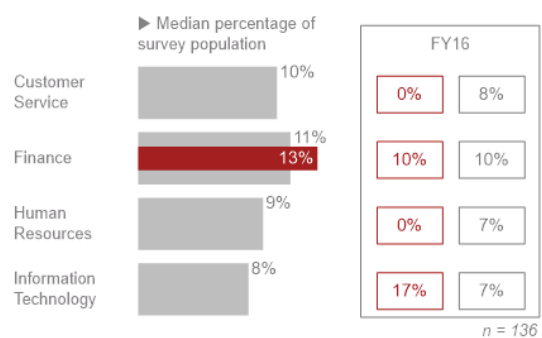
In fact, we observe an increase for both the median Gen X and Gen Y turnover rate in NZ councils, and in NSW councils the Gen Y median has stabilised at 18%, but there has been a slight increase in Gen X turnover (10%, up from 9%).

In Figure 1.24, we continue to see overall higher turnover rates at either end of the staff level spectrum, compared to the middle ranks of team leader and supervisor. Although senior management churn (CEOs, directors and managers) has remained at 13% overall, in NSW councils it increased from a median of 8% in FY16 to 11% in FY17.

When comparing female and male turnover rate, women continue to be more likely to leave local government. The median turnover rate of 14% for women and 12% for men remains unchanged from the prior year.

**Figure 1.22: Staff turnover rate by generation****Figure 1.23: Staff turnover rate by tenure****Figure 1.24: Staff turnover rate by staff level**

*Includes CEO, Director and Manager.

Figure 1.25: Staff turnover rate by corporate service

Survey population
Shire of Mundaring

Talent diversity

Gender diversity

The local government sector has the opportunity to serve as an exemplar workplace for inclusion of women, with women representing 47% of the surveyed workforce, down slightly from 48% in the previous year.

The proportion of women in the workforce remains highest in NZ councils (58%), followed by WA councils (50%). SA councils enter the program with women comprising 44% of the SA surveyed workforce and NSW councils remain unchanged, with 40%.

In our program, we further analyse gender diversity at each staff level, and find that although the representation of women in the entry level position of 'other staff' is 50%, as in most organisations, this

steadily declines the more senior the staff level. We continue to observe just over one third of managers being represented by women (35%) and 28% female directors.

Of most concern is the drop in female CEOs to 12%, down from 15% in the prior year. This reduction in female representation is also prevalent at the team leader and supervisor levels. This is further dissected by council jurisdiction on the next page.

According to PwC's most recent global CEO survey, almost 87% of surveyed CEOs promote talent diversity and inclusiveness. Investing in a formal diversity strategy is one way to develop leaders from diverse backgrounds and assists in the realisation of benefits from diversity and inclusion

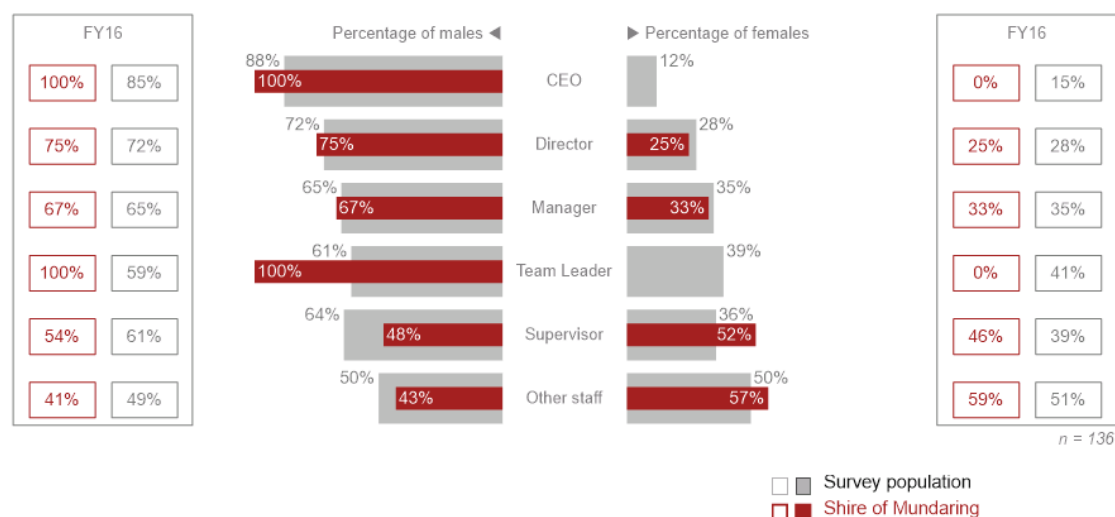
within the workforce such as enhanced business performance, increased collaboration and attracting additional talent.⁹

This key finding highlights the importance of talent diversity and the role it plays in many global and national businesses. Local government is no exception, especially as a diverse workforce is more likely to reflect broader community views, allowing councils to better understand community needs and deliver anticipated outcomes.

We encourage councils to consider adopting a diversity and inclusion strategy that encompasses gender, ethnicity, nationality, race, disability and age.



Figure 1.26: Staff-level gender split at 30 June 2017



⁹ PwC, 2017, 20th Annual Global CEO Survey, '20 years inside the mind of the CEO... What's next?'.

Workforce

Talent diversity**Pipeline of female employees**

Figure 1.27 highlights the fact that limited change is occurring in local government when it comes to transitioning women from the entry level position of 'other staff', where there is gender balance, to more senior levels of manager and above.

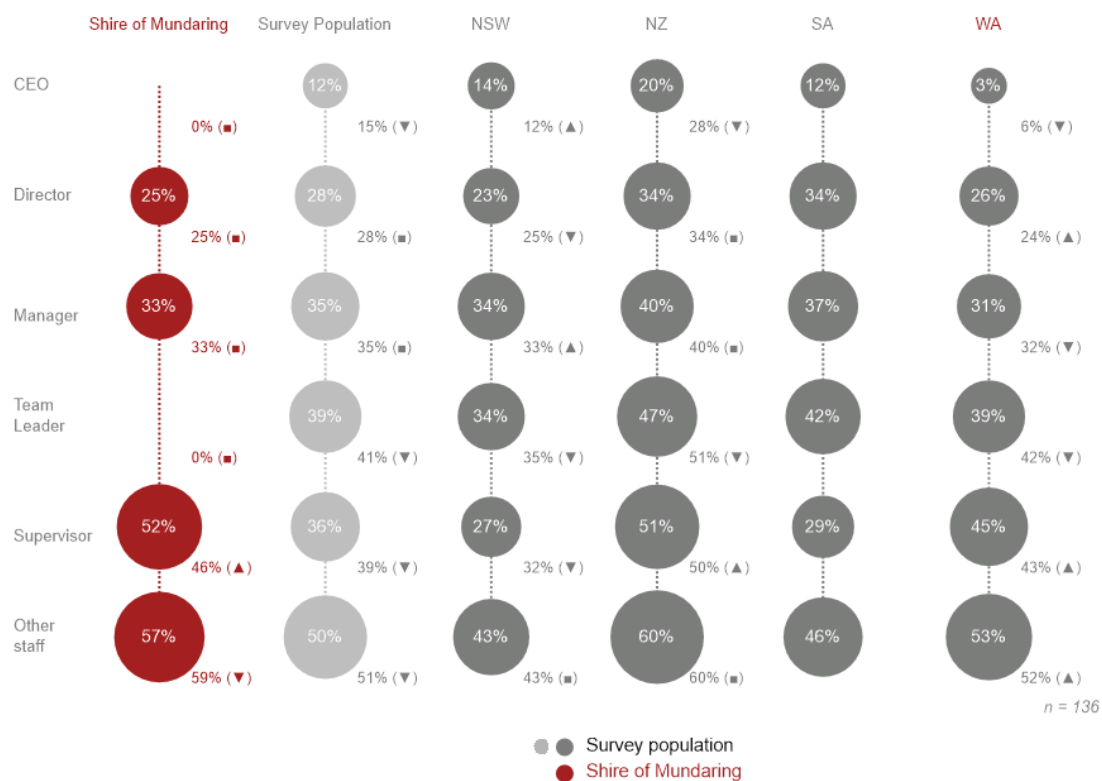
Overall, we observe stagnation in female representation in the director and manager levels and a downward shift in the proportion of women in the crucial pipeline roles of team leader and supervisor. The role of CEO has also been impacted; in FY15, women accounted for 18% of the CEO roles, but this fell to 15% in FY16 and is now at 12% in FY17.

This decline in female CEOs in the past year is due to a downward shift seen in NZ and WA councils. Female CEOs in NZ councils spiked in FY16 to 28% (up from 23% in FY15), but this has fallen to one in five female CEOs in FY17 (20%), and in surveyed WA councils we see just one female CEO out of a possible 33 CEO positions (down from two CEOs in the prior year).

In contrast, in NSW councils there has been a slight increase to 14% female CEOs (up from 12% in FY16), however, this result remains lower than 16% reported in FY15. SA councils join the program with 12% female CEOs.

Key considerations

- Have you reviewed the career pipelines for your staff moving into management in all areas across the business? Did you incorporate a diversity lens as part of this review?
- Are all managers individually supported in developing the required skills for their career pipeline?
- Are you equally considering all up and coming managers, across the various business units, in terms of career development towards senior leadership?
- Does unconscious bias exist towards certain roles being seen as more likely to deliver senior leaders?

Figure 1.27: Female employees by staff level

Talent diversity

Pipeline of female employees (continued)

When we analyse the pipeline of future female leaders across the survey population, we find the median proportion of female employees at manager level and above has decreased slightly from the previous year's result of 32% to 30%.

By comparison, based on the data collected by the Workplace Gender Equality Agency ("WGEA") from over 11,000 Australian non-public employers covering over 4 million employees overall, females comprise 38.4% of manager and above levels. This continues to increase, up from 37.4% in prior year.¹⁰

The WGEA data also showed that gender balance in leadership is set to continue to improve, with 43.4% of manager appointments in 2016-17 going to women.

Over 55% of the participating employers, included in the WGEA data set, have policies and/or strategies to support gender equality in promotions, talent identification and retention. Almost 30% of these employers have also developed specific gender equality KPIs for managers.¹¹

In our program, we found that NZ councils are more likely to have a higher percentage of women in manager and above levels, with a median of 38%. Interestingly, we observe stronger female manager and above representation in SA councils, with a median of 33%, compared to 29% in both NSW and WA councils.

Councils should take the opportunity to challenge the gender imbalance by developing action plans that support the

current group of female managers and team leaders so they have the opportunity and confidence to transition to the next level.

Equally important is for councils to consider their pipeline and recruitment rate of female employees across each business unit, and whether there are particular areas that need more assistance in attaining a more gender-diverse workforce.

Further in this section, we explore promotion within the local government sector. This highlights the importance of developing strategies to provide enhanced career opportunities and pathways as well as flexible working practices to retain women and men who wish to pursue future leadership roles.

Figure 1.28: Proportion of female employees at manager level and above



¹⁰ Workplace Gender Equality Agency (WGEA), November 2017, 'Australia's gender equality scorecard. Key findings from the WGEA's 2016-17 reporting data'.

¹¹ Ibid.

Workforce

Talent diversity

Gender diversity in senior levels

Organisations often face the challenge of how to ensure that women have the same opportunities as men to progress into senior management roles. Based on the data collected by the WGEA,¹² we can see the difficulties for Australian women seeking promotion from management to key management personnel (KMP) levels,¹³ where only 29.7% of employees are women (up from 28.5% in prior year), and 16.5% are CEOs (up from 16.3%).

In our survey, we see a blended overall female CEO and director median of 20%, and this has declined from 25% in both FY16 and FY15.

It is interesting to note that metro councils are now more likely, than regional and rural councils, to have a higher proportion of female CEOs and directors, with a median of 25% (up from 20% in the prior year). Both regional and rural councils have less women in these top two roles; a median of 20% in regional (down from 29%), and 17% in rural councils (down from 20%).

One way for councils to address this gender imbalance at senior levels is to actively train and develop high performing women in the areas necessary for senior roles – finance, leadership and governance.

In the next 10 years, it is likely that the public sector will have an unusually older workforce than the broader labour market.¹⁴ This aged workforce could lead to many vacant senior positions so we encourage councils to recognise the pool of talent in this existing group of employees and develop strategies (training, mentoring and shadowing programs, flexible working arrangements) to support female managers applying for these future leadership roles.

In addition, councils should explore the development of recruitment strategies that require equal representation for senior roles, both for candidates and the selection panel. These strategies can be useful to create a cultural shift and to change what could be promotion and recruitment 'habits'.

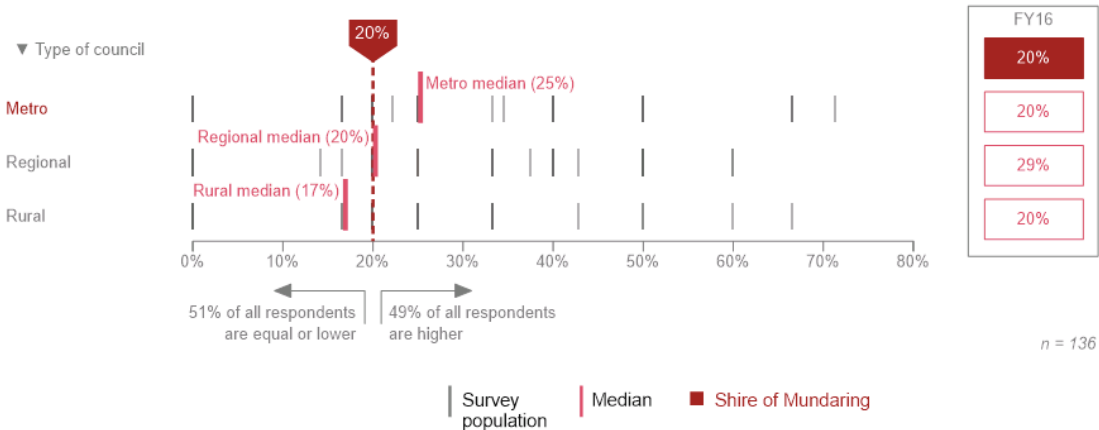
Key considerations

- Have you incorporated a focus on equal gender representation in your recruitment strategy?
- How are you developing your approach to diversity and merit based promotion and recruitment?
- Have you considered setting some diversity based KPIs for senior management?
- Have you implemented or piloted a flexible working policy and/or strategy targeted at both men and women?
- Do you have a clear outline of your future resourcing and skill needs in each business area?

The representation of women steadily declines when moving up the management levels; women comprise only 29.7% of key management personnel (KMP) positions, and 16.5% of CEO positions.

Key results from Workplace Gender Equality Agency, November 2017

Figure 1.29: Proportion of female employees at CEO and director



¹² Workplace Gender Equality Agency (WGEA), November 2017, 'Australia's gender equality scorecard. Key findings from the WGEA's 2016-17 reporting data'.

¹³ KMP is a manager who represents at least one of the major functions of the organisation and participates in organisation-wide decisions with the CEO.

¹⁴ PwC, August 2016, '1-2 skip a few 99-100 - Is the public sector planning for the 100 year life?'

Talent diversity

Corporate service areas

We continue to see women comprising the majority of roles in customer service, finance and HR, with males dominating the IT roles.

This higher percentage of males working in IT is not dissimilar to other industries. NSW councils now have the highest

proportion of women in IT, with 40%, but this is closely followed by NZ councils, with 39% female representation; a large decline from 46% in prior year. SA and WA councils are lagging with women only comprising 34% and 31% respectively of employees working in the IT function.

While the results are a good sign that NSW and NZ councils are reaching a wider talent pool, given the critical importance of technology for the future innovation of councils, we encourage councils to continue to incorporate diversity considerations when recruiting for IT roles.

Figure 1.30: Corporate service area gender diversity

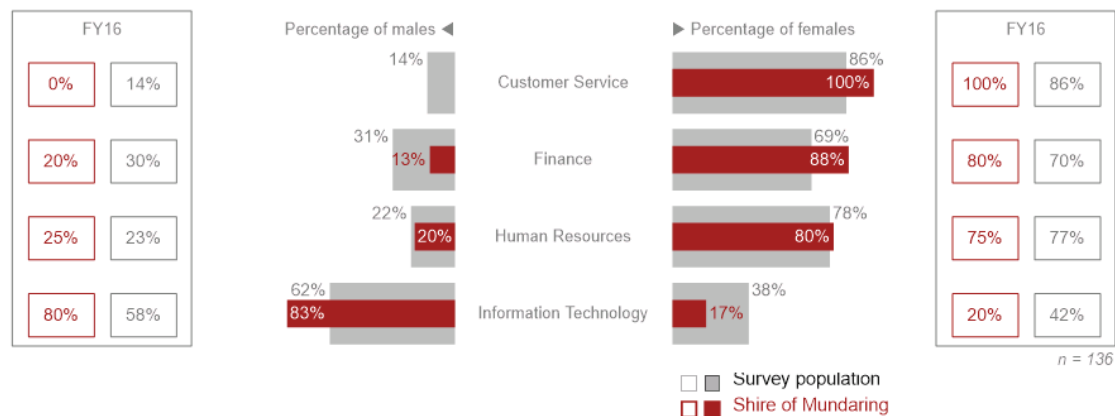
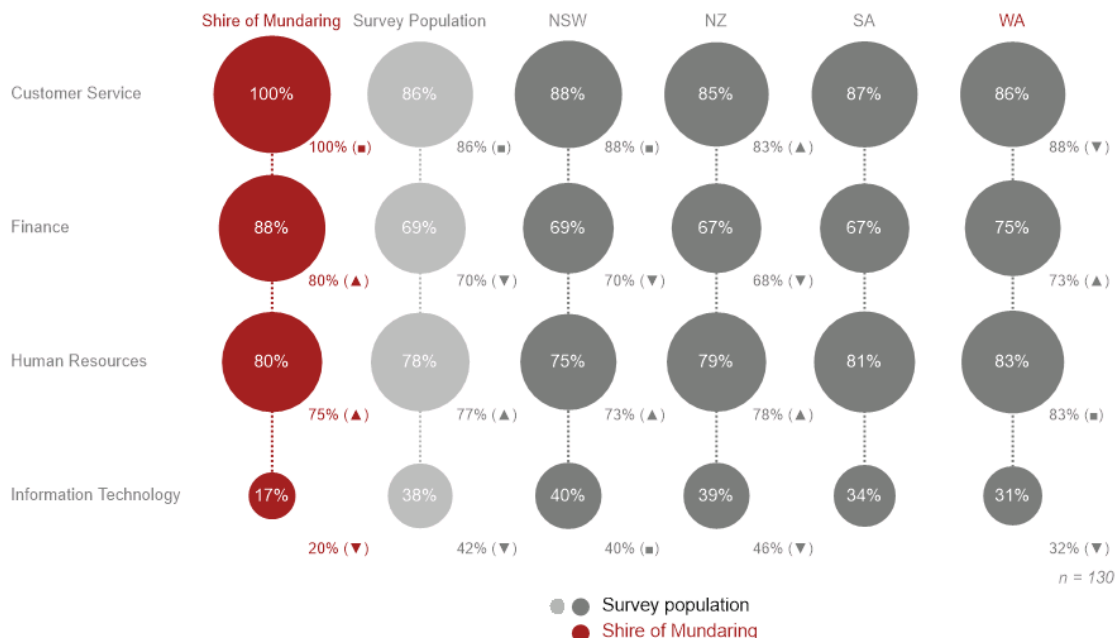


Figure 1.31: Percentage of female employees by corporate service area



Workforce

Removing the glass ceiling**Promotions**

A good indicator of how well a council is growing the career opportunities for women in leadership positions is the rate at which women are promoted into senior roles over time. It is important that councils are harnessing the existing pool of female talent and assessing how close they are to gender balance during promotion cycles.

To better understand the extent of promotion balance in the 2016–17 financial year, we looked at the pool of employees at the beginning of the year and, presented in Figure 1.32, the proportion of men and women who were promoted into the supervisor level or above. The 45 degree line represents equal promotion rates for men and women.

Both regional and rural councils have a similar profile of female representation at each of the staff levels. Despite this, rural councils have experienced a pronounced gender imbalance when it comes to promotions. Rural councils were twice as likely to promote men over women in FY17, compared to regional councils that promoted 1.3% of men and 1.1% of women into supervisor and above levels.

Looking at the promotion rate across council jurisdictions, SA councils are the only cluster to achieve promotion gender balance, during the 2016–17 financial year, with both 0.7% of women and men being promoted into supervisor and above levels.

In the prior year, WA councils promoted women into supervisor and above at a higher rate than men. However, in FY17, promotions into supervisor and above were more balanced; 1.0% of women and 1.1% of men were promoted into supervisor and above.

In NZ councils, we saw a much lower percentage of promotions in FY17, compared to the prior year. However, men continue to be promoted at a higher rate (1.5 times, unchanged from the prior year) to women, with 0.6% of men and 0.4% of women being promoted to supervisor and above levels. This remains an area of focus for NZ councils given they employ more women and have a higher proportion of women in senior roles, compared to the other councils.

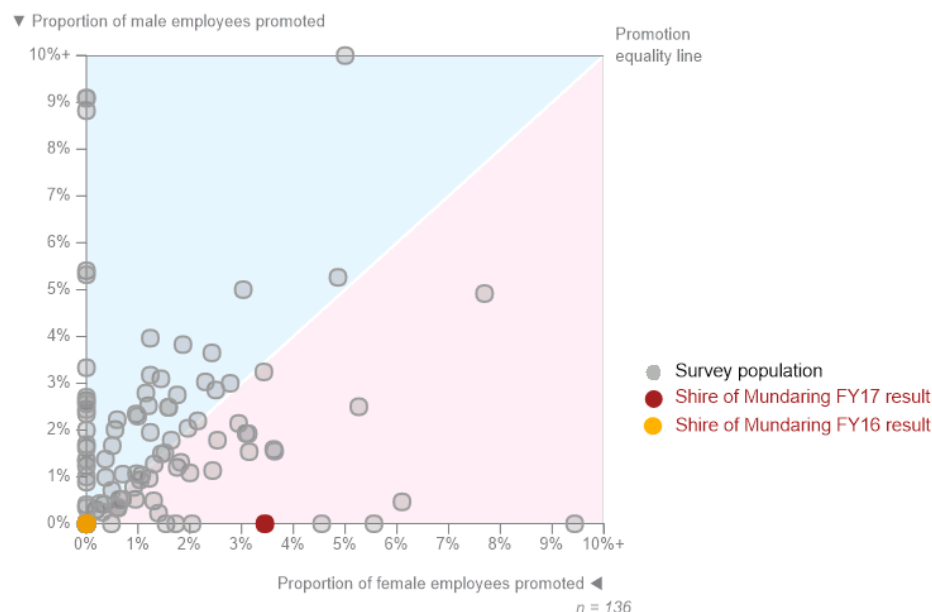
There has been no change in the promotion gender imbalance in NSW councils since the prior year; 1.0% of women and 1.3% of men were promoted into supervisor and above levels.

A single year of results should be read with care; the key issue is for each council to assess whether it is actively focused on the progression of female employees within the organisation, especially their career path to senior levels of management.

Key considerations

- Do you have a rigorous and independent talent review process that supports enhanced decision making regarding promotions?
- Have you analysed your promotions at each level? Is there an imbalance across the more senior levels? Why is this?
- Do you perform a final review of your promotion decisions to consider diversity statistics? i.e. percent of male vs. female promotes?
- Are you tackling the issue of unconscious bias, especially in regard to existing promotion processes for senior executive positions?
- How do you demonstrate to staff that diversity and promotion equality is on your senior management agenda?

Figure 1.32: Likelihood of promotion by gender into supervisor and above



Removing the glass ceiling

Rate of promotion

We have also examined the rate of promotion for female employees within different staff levels, as shown in Figure 1.33. At an overall level, it is encouraging to see that councils are taking a more serious approach in developing a strong leadership pipeline for female staff members.

The positive shift in promotion gender balance at the director level continues this year, and for the first time in two years, more women (2%) are being promoted than men (0.5%). We especially see a difference in WA councils, with 3.8% of females at the director level being promoted (up from 0% in the prior year), compared to no male promotions at the same level.

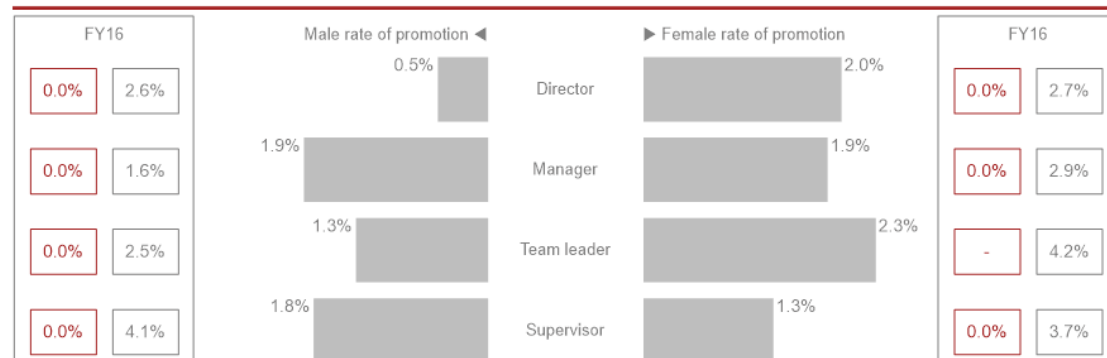
Likewise in NSW councils, we observe female directors being promoted at a faster rate, with 3.9% of females at the director level being promoted, compared to 1.2% of men at the same level. In SA and NZ, we see no promotions at this level of either gender.

The goal of any organisation is to identify, develop and leverage all existing talent. As people move into management positions, some of these skills are more generic in nature and require less technical ability. Management and leadership skills are transferable and require a balanced view of talent management.

The team leader level is an important career development milestone where staff start to become more accountable and gain valuable soft skills such as coaching, delegating and conflict resolution. Once again, we find that more female team leaders were promoted (2.3%), compared to their male equivalents (1.3%).

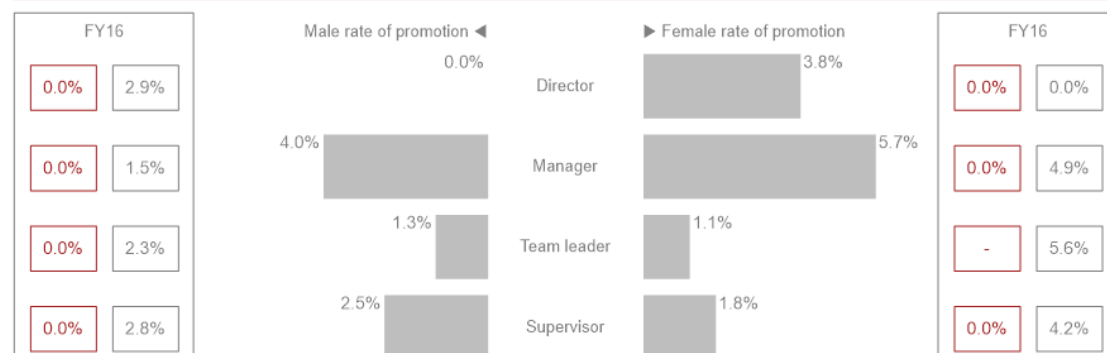
An opportunity for gender balance exists at the supervisor level and we encourage councils to consider the importance of achieving gender balance at this level, where potential successors for key management roles may emerge.

Figure 1.33: Rate of promotion - gender split by staff level



n = 136

Figure 1.34: Rate of promotion - gender split by staff level (WA councils only)



n = 31

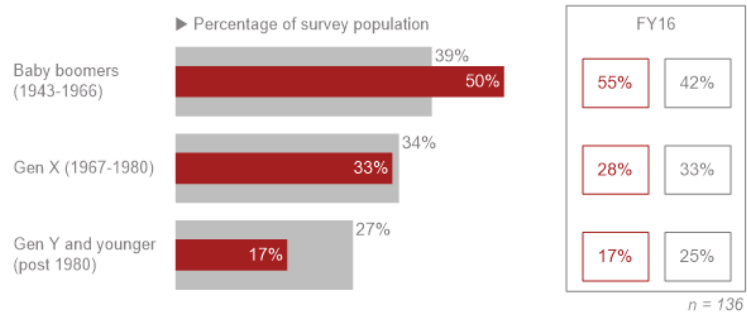
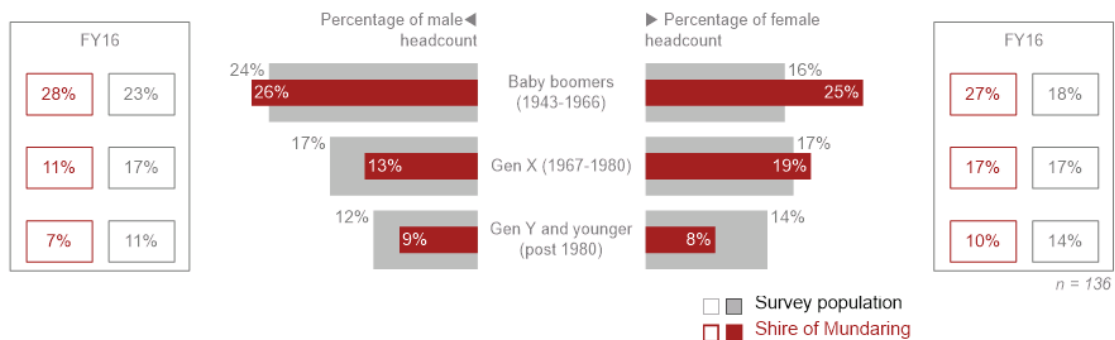
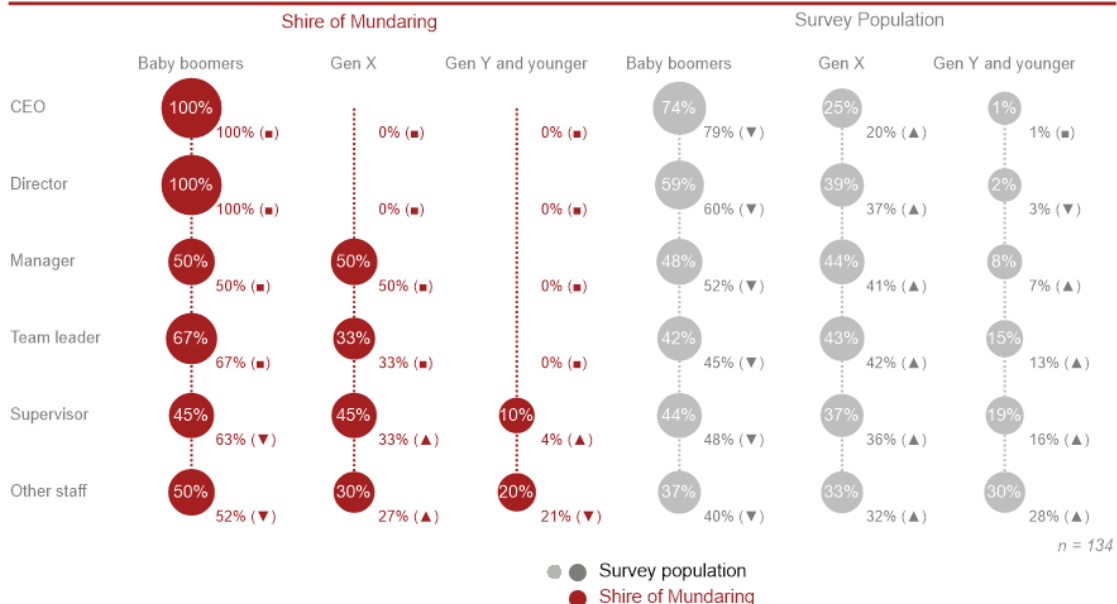
Survey population
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Workforce

Are you leaving succession planning too late?**Generational diversity**

Understanding the patterns and trends by profiling generational diversity in the workforce assists councils to plan for the future and introduce and enhance relevant HR strategies and initiatives. While we continue to see baby boomers dominating the workforce, the generational shift continues to unfold, with baby boomers now comprising 39% of the workforce, compared to 42% in the prior year and 49% back in FY14. As a result, there are now 27% of Gen Y and younger employees (up from 25% in the prior year and 18% in FY14), and Gen X employees have increased slightly to 34% from 33% in the prior year.

In Figure 1.37, we are now seeing more Gen X enter the senior management roles.

Figure 1.35: Generation headcount mix**Figure 1.36: Workforce profile (closing headcount breakdown by generation and gender)****Figure 1.37: Generational staff level mix**

Case study:***Creative hiring schemes for attracting Gen Y to the workforce***

Australia, like most developed nations, is experiencing a rapid aging of the population. At June 2016, the median age of the Australian population was 37.2 years, up from 36.7 years at June 2006. This is projected to increase to between 38.6 years and 40.5 years in 2031, and between 41.0 years and 44.5 years in 2061.

The shape of the workforce in our local government program shows that baby boomers comprise 39% of the overall surveyed council workforce, with many having the option to retire in the next 5 to 10 years. Planning for more flexible work options for this large contingent of experienced employees to ease into retirement is a focus and we are also seeing councils on the path to attract and retain new and diverse talent, especially within the Gen Y cohort. We have profiled two councils who have taken a creative approach in addressing this issue.

Albury City Council, NSW**Background**

As with many other regional councils, we were experiencing a skills shortage for key functions as well as facing hurdles when it came to attracting and retaining skilled professionals. We had been aware of these challenges, however they were crystallised when we prepared our Workforce Management Strategy in 2010, which led to significant workforce planning considerations.

'Grow Our Own' initiative

The 'Grow Our Own' program is a comprehensive traineeship/apprenticeship program. The program focuses on creating a sustainable solution to the workforce challenges identified in the Workforce Management Strategy. The main aim of the program is to ensure that Albury City is being proactive in "Growing Our Own" to cover future skill shortages in both the trade and qualified professions.

The program began in 2007 with 6 trainees, however it was enhanced in 2010 following the development of our Workforce Management Strategy - with Albury City adopting a policy of having 10% of our workforce participating in the program at any one point in time. Trainees work full time and are employed for the duration of their qualification, with their study costs, for either a TAFE certificate/diploma or university degree, being funded by our council. More than 100 people have been through the program, with nearly 20% going on to accept permanent positions within Albury City.

Key challenges and advice

The main challenge faced was managing the four-way relationship between HR, student, supervisor and the university/TAFE. Supervisors needed time to come to accept and value the program. We needed to change the mentality from "I haven't got time for a trainee" to one where the program was embraced and the goal was very clear; this was the way to build a sustainable workforce. Education of the key people was vital, not only the what and how, but also the why; staff needed to be involved, consulted and engaged.

For our students, they needed to find the right balance between work and study commitments, given study is undertaken in the student's free time. It was critical to set a clear and structured plan at the beginning and create a support system for our students. This was our key learning and we are now taking a more structured approach, by developing clearer procedures and frameworks around the program.

Benefits

The benefits of this program extend beyond the direct benefits to building a sustainable council workforce. We are also seeing the huge positive impact on the individuals involved, the community, and the local government sector. Aside from addressing our skills shortage, the program provides opportunities for our people to live and learn locally in a large and diverse organisation. It also helps to build the community capacity and helps the local labour market gain skilled workers in a more sustainable way.

Our trainee program has resulted in a number of trainees being successful in a professional role where previously it was difficult to attract suitably qualified applicants. It has been a key part of Albury City's succession management process and has contributed to a sustainable workforce. It has also reduced our average workforce age from 47 to 44 and plays a part in refreshing our organisational culture.

Case study:***Creative hiring schemes for attracting Gen Y to the workforce*****Parkes Shire Council, NSW****Background**

Our council has an aging workforce with up to 50% of its workforce expected to retire in the next 2-10 years. In addition, we face a skill shortage, and issues attracting and retaining young engineers within a rural regional council. A report from Hays Recruitment agency found that in NSW, a growing construction industry is driving demand for civil engineers. As a result, our CEO set a target; 10% of our council's workforce need to be trainees, apprentices or cadets by 2020. This is an attempt to encourage young people to live, work and study in the Parkes Shire.

The Major Industrial Project Placement Scholarship (MIPPS)

The MIPPS program is a scholarship program set by the University of Sydney in which top final year students in chemical and biomolecular engineering are placed in a relevant company for 6 months, enabling them to gain hands-on experience on real projects. We were first introduced to the MIPPS program through the delivery of our new large water and sewer infrastructure project. After a very brief introduction to the program, we signed up as a partner for the 2016 year.

In addition to the MIPPS program, we have participated in other similar initiatives such as the UTS LG Engineering Program, University of Newcastle Scholarship program, University of Southern Queensland Distance Education program and Western Sydney University post-graduate program, amongst others. This has allowed us to work with either local students who want to work full-time while studying distance part-time, or provide scholarships for students to study full-time and work with us during the vacation period, or to provide for short-term vacation, thesis or post-graduate work.

Key challenges and advice

The main challenge we have faced is being able to continue the student engagement beyond the MIPPS project itself. While we have offered the MIPPS students full-time positions following their placements, due to the high calibre nature of these students, they have had various other opportunities available to them and generally opted to take the alternative job opportunities. Despite this we see benefits to an ongoing involvement with MIPPS, and it is entirely manageable by developing tightly contained and discrete projects. It is fair to say that it is difficult to build on the specialised knowledge developed in the projects beyond the annual 4-5 month MIPPS period, and also limits the organisational capacity building that could potentially be leveraged from the scheme. As such, other councils looking to become involved in MIPPS or similar schemes should look closely at how to make the most out of this periodic hosting and mentoring of students, or even at ways of encouraging students to become employees to gain longer-term benefits to the organisation.

Benefits

The program made absolute financial sense - for an investment of less than \$40,000 for the 6 month period where we host MIPPS students, the trainees have built a hydraulic model alongside operational staff for an output that has been equivalent to that produced by competent consultants charging up to four times this figure for a "lighter" touch.

Another benefit is having a full-time resource invested in a particular issue for our business. It has meant that the project has actually got off the ground rather than competing with business-as-usual priorities. This focus on critical issues has helped us address the potential for the issue to manifest as a key risk at some point in the operational cycle.

The implementation of these type of initiatives in our council has had a positive impact within our organisation. They have helped identify and even resolve issues in service delivery, operations and compliance; helped to boost productivity of our major projects team and exemplified youthful enthusiasm and dedication, helping to lift staff motivation and morale. We have also seen the percentage of young trainees, apprentices and cadets within our workforce increase from 4.4% in 2013 to 8.5% in 2016.

Are you leaving succession planning too late?

Potential retirements

As a result of the current generational workforce trend, councils need to start planning, given the significant effect on future resourcing requirements.

In less than 10 years (by June 2027), we can predict that 26% of workers who were employed by councils at 30 June 2017 will reach the retirement age of 65 years and have the option to retire.

It is particularly concerning as it will be some of the most senior positions that are impacted in ten years, with 61% of the current CEOs due to reach the retirement

age of 65 years and have the option to retire; this is magnified for NZ councils, with 84% of CEOs potentially being in a position to consider retirement.

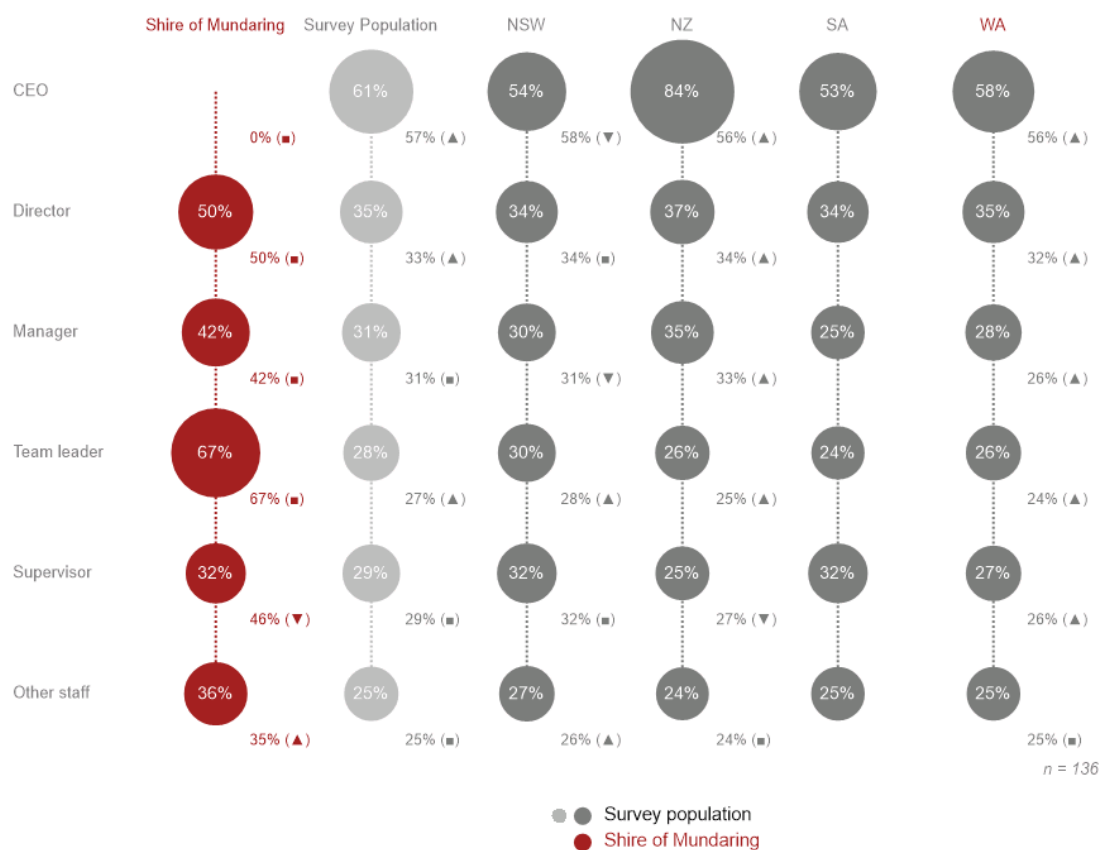
Across all council jurisdictions, this is further compounded, by the fact that 35% of all current directors, will also find themselves in a position to consider retirement in ten years.

This large number of senior employees reaching retirement age should be a key focus for local government. It is important that any underinvestment in knowledge

management and knowledge transfer capabilities be assessed, given most councils would have become accustomed to a stable, experienced workforce provided by these workers.

As such, senior leaders within councils need to examine whether they have adequate workforce planning and HR strategies for dealing with impending retirements. This means creating strategic HR plans to ensure resourcing will be adequate into the future as well as building a strong leadership pipeline now.

Figure 1.38: Potential retirements by June 2027



Workforce

Are you leaving succession planning too late?

Succession planning

A good succession planning program is about retaining high-performing employees and building capability resilience into all levels – especially the senior leadership team. If councils invest in identifying, rewarding, challenging and developing the skills of their key talent, the pool of potential successors remains strong within the council, as there is a reduced need for these employees to further their careers elsewhere.

As highlighted, there is an identified risk in losing vital talent, local government expertise and leadership skills over the next 10 years. It is therefore essential for councils to establish a formal succession planning program to help them identify and develop emerging talent as potential successors for key leadership roles. To nurture this identified emerging talent, councils should look to offer management training, mentoring, secondments to other councils, ‘acting’ opportunities in more senior roles and other leadership opportunities to keep building and developing this pool of talent.

In our program, we see almost 9 out of 10 councils (87%) without a formal succession planning program. We acknowledge that some councils choose to

create a talent succession plan and work with other nearby councils to identify potential leaders, especially in rural locations. While this may have worked well in the past, we suggest formalising this approach given the reality that lies ahead for most councils.

NZ councils are now starting to focus on this important HR initiative, and are more likely to have established a formal succession plan (19%, up from 7% in the prior year), compared to WA (13%, up from 9%), NSW (11%, down from 13%), and SA councils (6%).

Some options that may make the transition easier for councils upon retirement of their senior management is:

- Implementation of deputy CEO positions to build succession experience and allowing these roles to ‘act’ as CEOs as needed
- Appropriate handover and shadow time for the successor
- More flexible work arrangements to prolong employment and delay retirement for key roles, e.g. transition to three days per week or act as a consultant performing services on an as-needs basis.

Key considerations

- Are you considering the best methods of transitioning senior management positions upon retirement?
- Who is responsible for creating strategies and action plans that focus on the long term resourcing health of your senior leaders?
- Have you engaged across the organisation to highlight the issues i.e. have you engaged senior leaders, line managers, HR or a combination?
- Do you have a plan as to how to create accountability and visibility by embedding formalised succession planning into the culture of your council?

Figure 1.39: Did your council have a formal succession planning program in FY17?

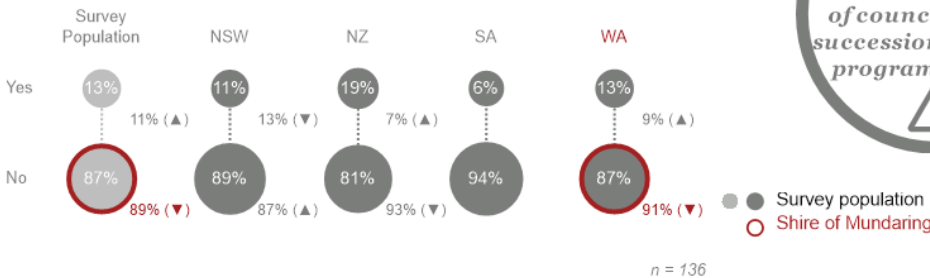
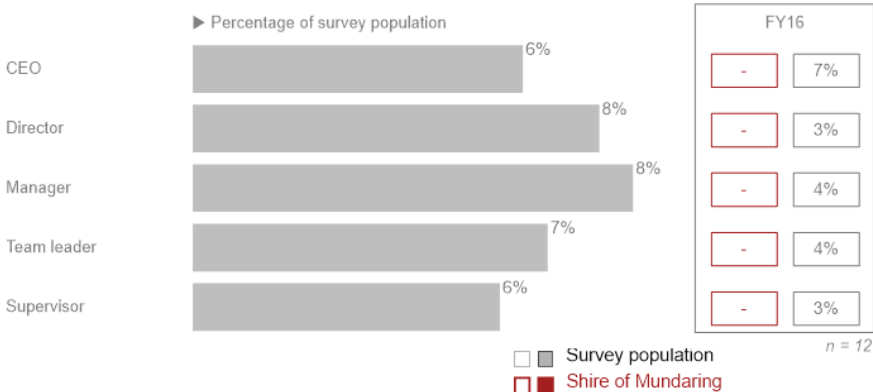


Figure 1.40: Percentage of staff with a succession plan in place



Do you have an active leave management strategy in place?

Annual leave

An active leave management strategy recognises the importance of both the well being of the employee and the financial liability for the organisation. Failure to rest and recuperate may result in health problems and stress-related productivity issues for employees. The financial impact is also important, given over time the value of leave balances can increase significantly as individual pay rates rise.

Our survey results show that as of 30 June 2017, 35% of employees carried more than four weeks of annual leave (down from 37% in the prior year) and 8% had more than eight weeks accrued (down from 9% in the prior year). This downward trend is primarily due to the result of lower annual leave balances in the NZ council workforce; 27% of employees carry four or more weeks (down from 32% in the prior year), compared to 40% in NSW, 35% in SA and 33% in WA.

When analysing the proportion of employees carrying more than eight weeks of accrued annual leave, this is most pronounced across the NSW council workforce, with this group of employees being 3 times more likely to carry this excess accrued leave balance (12%), compared to NZ council employees (4%). Meanwhile, 8% of both the WA and SA council workforce carry more than 8 weeks accrued annual leave.

The higher proportion of unused annual leave in NSW councils is even more concerning when we look at this in conjunction with the paid overtime hours per FTE metric. We observe the median

NSW council, with an annual paid overtime per FTE of 50 hours, which compares unfavourably to the median WA council result of 20 annual paid overtime hours per FTE and the median SA council with 16. Meanwhile, the NZ council workforce is using their annual leave and has the lowest median council annual paid overtime per FTE of 13 hours.

The generational shift in the workforce that is currently occurring makes this the right time for local government, especially NSW councils, to implement an active leave management strategy. From a financial viewpoint, at least one out of three employees are effectively rolling over one month of salary each year. Just as concerning, if not more important, is the wellbeing factor and the prevention of stress-related illness. Enterprise negotiations often focus on leave entitlements and the family and community benefits of leave; if the evidence shows that these existing leave benefits are not taken, then the value and relevance could be questioned.

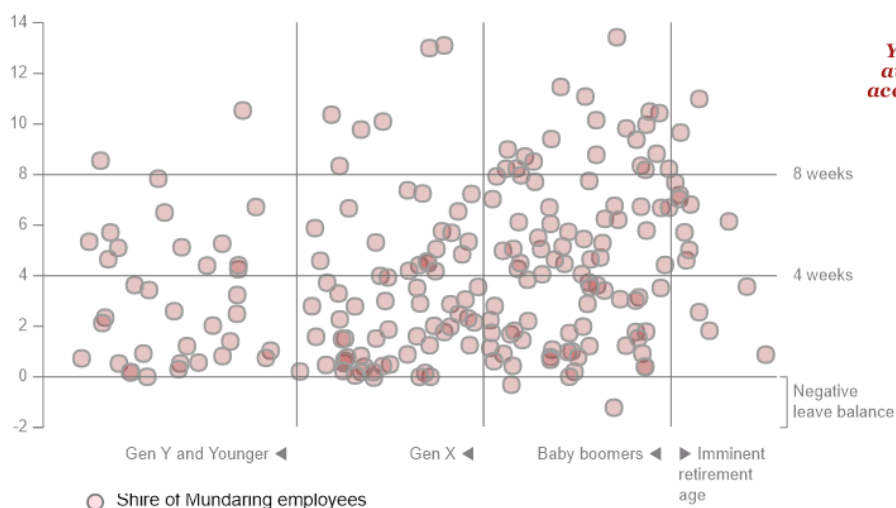
Key considerations

- Are you making your managers accountable for managing leave balances for all staff?
- Are you analysing high level balances and high overtime hours by business unit?
- Are your senior managers with high leave balances, modelling the desired leave behaviour? Is this impacting your staff at the lower levels?
- Do you encourage a culture where leave is used as a way to maintain good health and wellbeing?



Figure 1.41: Employee annual leave balance

▼ Annual leave in weeks



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Workforce

The importance of managing long service leave and retirement**Long service leave**

Because only Australian councils have a statutory obligation to accrue long service leave for their employees, we have excluded NZ local governments from our calculations in this section.

The generational shift within the workforce is happening in NSW, and people are retiring after long careers. At the same time, overall employee turnover is increasing, and yet the percentage of employees with long service leave balances over 12 weeks remains at 28% in NSW councils; a result that has not moved in the past four years.

This means that a portion of retiring and long-serving departing employees are being replaced in this measure by younger generations who appear to be retaining the leave accumulation practices of the prior generation(s).

We find much lower percentages of the surveyed workforce carrying more than 12 weeks of long service leave in WA (6%) and SA (11%).

Councils with a significant proportion of their workforce in the baby boomer generation should consider their financial liability, due to the impending retirements of this group of employees. These councils need to develop a strategy, or refresh their policies and procedures around the taking of leave, to avoid a cash flow shock over the coming years, and to help manage the transition from work to retirement for employees and the council.

Potential benefits that stem from implementing an active long service leave management program include:

- An improved skill base, as existing employees accept opportunities to 'act' in different roles
- A more engaged workforce, due to the variety of work on offer
- A shift in the workplace culture, where senior management models the desired behavior of using accrued leave
- A smoother transition from work to retirement, leading to better employee welfare, knowledge retention, and knowledge transfer within the council
- The ability to establish a long-term plan in the event of a skills shortage
- A refreshed workforce, possibly leading to less sick leave and lost time from injuries.



Figure 1.42: Employee long service leave balance

▼ Long service leave in weeks



Learning from sick leave and absenteeism

Absence

The absence rate can be used as an indicator of two key workforce outcomes:

- The volume of absence management that needs to be performed and/or managed
- The extent to which excess absenteeism can be attributed to low employee engagement.

Across the survey population in the 2016–17 financial year, the 25% of employees who used a small amount of sick leave took 2.4 days or less (up from 2.3 days or less in the prior year), and on the other end of the spectrum 25% of employees took 9.9 days or more (down from 10.5 days or more in the prior year). The remaining 50% of staff took between 2.4 days and 9.9 days of sick leave – this is the 'normal' range.

It is important for each council to examine their sick leave profile in Figure 1.43. What percentage of your employees fall within the 'normal' range? If you have more than 25% of employees in the higher range (taking more than 9.9 days), do you understand why certain employees are reporting high levels of absenteeism?

To gain a deeper understanding of your sick leave profile we have provided each council with a quartile breakdown on sick leave taken by supervisors and above compared to other staff in Figure 1.44. A high level of absenteeism among employees at the supervisor level can have a demotivating effect on the lower levels of staff, which may lead to higher absenteeism in the team overall.

Key considerations

- What percentage of your employees fall at the top end of the sick leave spectrum?
- Which employee groups are reporting consistent high levels of absenteeism?
- Are you understanding the root cause of critical absenteeism to apply preventative measures?
- Do you equip managers with the ability to manage and monitor absenteeism and look for patterns and trends?

Figure 1.43: Breakdown of percentage of employees taking sick leave by quartile

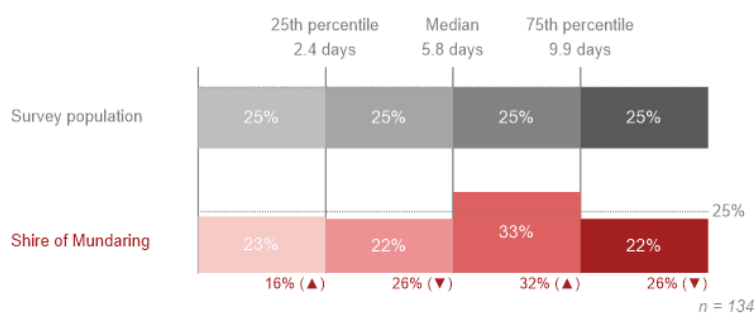
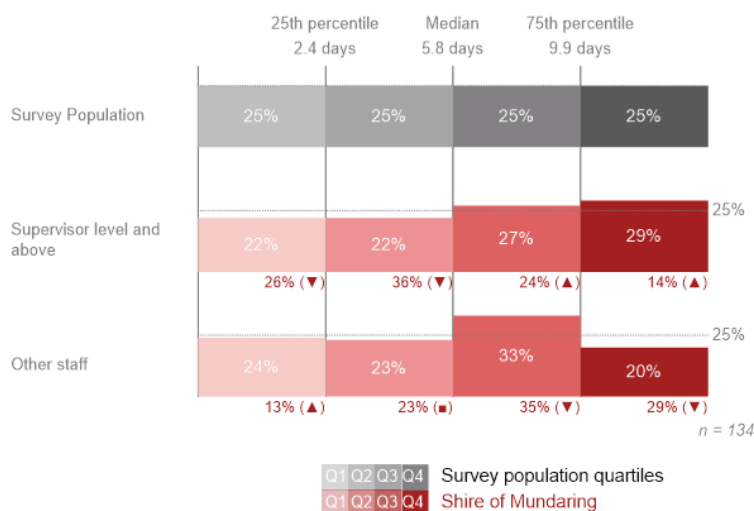


Figure 1.44: Breakdown of percentage of employees taking sick leave by quartile



Workforce

Are you equipping staff with new skills?**Staff training**

Our survey results show that 99% of councils set a formal training budget each year, however, only 24% of councils with a training budget for the 2016–17 financial year actually spent the full amount. This trend has been observed for some years now and remains an issue for the sector. Our new SA councils are more likely to use their training budget compared to other jurisdictions, with one third spending the full training budget. Conversely, WA councils are least likely, with just 16% spending the full training budget.

Those councils that are spending less per FTE on training compared to the full training budget should be examining the reasons behind this decision and the possible ramifications on the workforce.

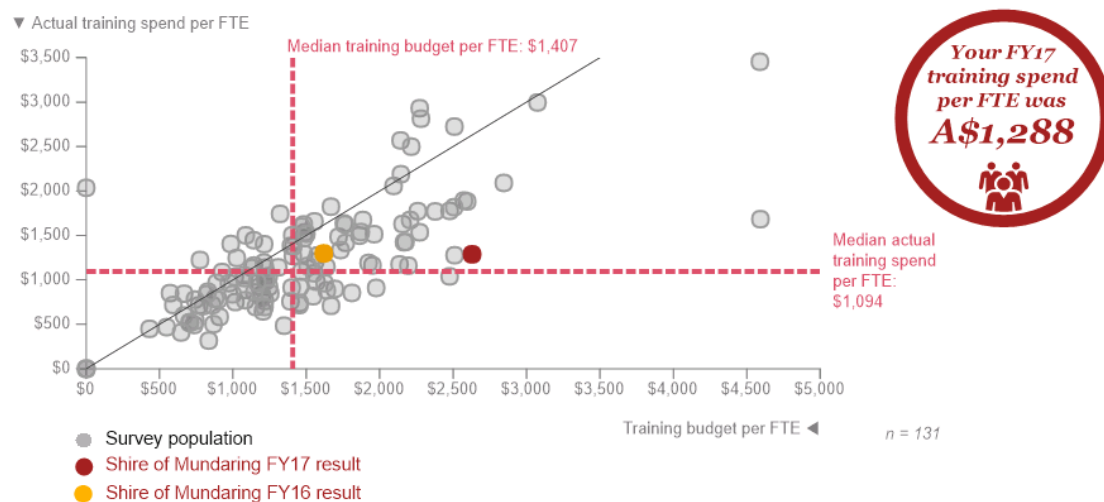
This lack of spending suggests an actual training strategy may be absent to convert the budget into a mixture of effective technical and soft skills training courses or activities, even though good intentions may have existed during the budget setting cycle. It could also be a sign that employees may not be allocated sufficient hours in the year to develop their skills.

Equipping staff with new skills has become even more important with the rapid change in customer and employee expectations, and the increasing need to innovate ways of working and keep up with technological advancements. Flexibility and adaptability are important attributes and equipping managers as well as junior levels of staff with the confidence to engage and interact in new ways is critical.

If council lacks commitment when it comes to creating opportunities for learning, this may lead to reduced productivity, low staff engagement, loss of staff, reduced management pipeline, as well as an inability to innovate and quickly respond to changing circumstances.

Some ways to provide staff training options without impacting their day to day roles could include:

- Offering short or long-term secondments to other areas of the business or councils
- Providing short and sharp sessions such as 'lunch and learn', e-learns
- Incorporating training into planned social or team bonding sessions.

Figure 1.45: Is your council spending its training budget? (A\$)**Figure 1.46: Actual training spend against training budget per FTE (A\$)**

Strategy and performance are intrinsically linked

Performance appraisals

Committing to providing honest and timely performance feedback can have a significant impact on employee morale and productivity, as well as create a culture of continual improvement. These feedback conversations should be focused on how the employee differentiated themselves and areas of focus in the future, as opposed to assessments and ratings.

Our survey continues to highlight that CEOs and directors (75%) are more likely to receive a formal performance appraisal, compared to staff members at any other level, up from 73% in the previous year. Remaining stable is the 69% of managers receiving formal feedback during the year.

WA councils have a strong performance management culture with increases from prior year across all staff levels. At least three quarters of staff within each staff received a formal performance appraisal.

Conversely, we see a dip in the performance management culture across NZ councils. We see a decline in the percentage of employees across all staff levels compared to the prior year. This is particularly apparent for staff at the level of supervisor, which has decreased to 27%, down from 50% in the prior year.

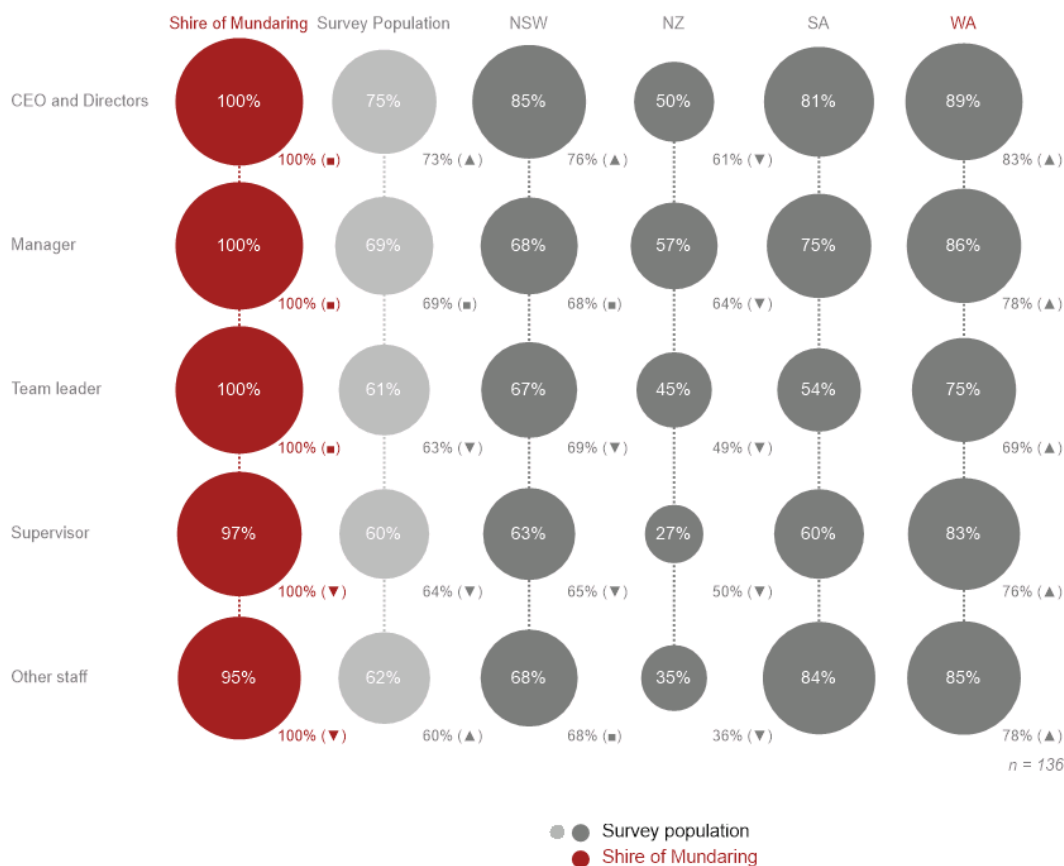
Across all staff levels in NSW councils, the provision of formal feedback either remains unchanged or has reduced

slightly, except for 85% of CEOs receiving a performance appraisal, up from 76% in the prior year.

Regular informal feedback and recognition is just as important as annual or half-yearly formal appraisals. It is important to recognise achievements, identify performance issues and plan for further development needs.

We encourage councils to re-balance the conversations to be forward looking, focus on future career paths and the capability and development required to achieve this, along with providing constructive feedback on past performance.

Figure 1.47: How many of your employees had a formal annual performance appraisal in FY17?



Workforce

Are your workforce costs growing faster than your revenue?

Productivity

It is very challenging to measure productivity; there are many variables that can influence revenue (outputs) and costs. As a result, we present a directional view only, looking at councils' overall relative performance in this area and identifying performance segments on the charts below, as a guide to help councils plan for the future.

Our productivity segmentation measure aims to assess whether councils are improving the balance between the level of their controllable outputs (measured by controllable revenue), compared to the increasing costs of their workforce.

There continues to be a clustering of councils (33%, up from 30% in the prior year) within the 'prudent growth' area of

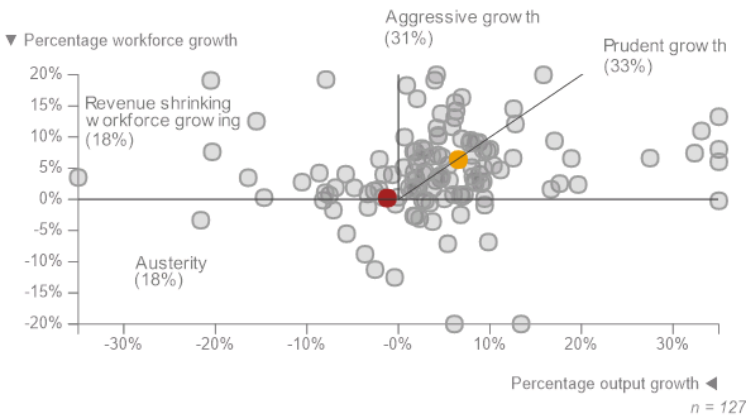
the chart. This suggests councils are increasing their controllable revenues at a faster rate than their workforce costs.

The continuing shift away from the 'austerity' area of the chart, with 18% of councils (down from 23%) sitting in this area and the ongoing 31% of councils in 'aggressive growth', indicates that, during the 2016-17 financial year, while councils have experienced reasonable output growth, it has been difficult to keep up with the growth in workforce costs.

There are many factors which could contribute to these results, and councils should consider how the following may affect their productivity and growth:

- Introduction or improvement of automation, and other process optimisation measures
- Workforce review: does your workforce have capacity? Are all roles needed? Can your current staff levels cope with the ramifications of growth?
- Increase to revenue or top line based on the services you provide and the recovery of costs
- External factors, such as population growth, land values, government changes and legislations, could also be affecting the output growth and therefore overall productivity.

Figure 1.48: Productivity compared to survey population

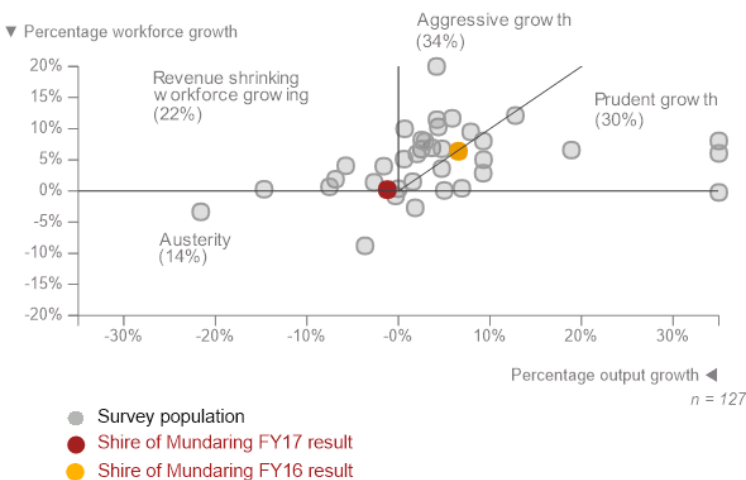


Definitions

Output growth is year-on-year controllable revenue growth that excludes revenue from providing outsourced services, all types of grants and domestic waste management revenue.

Workforce growth is year-on-year growth in total employee costs.

Figure 1.49: Productivity compared to Metro councils



How do you manage lost time injury incidents?

Lost-time injuries

In Figure 1.50, we have plotted each council's rate of incidents (measured as the number of incidents per 100 employees) against the average claim cost. We acknowledge that councils with a higher percentage of outdoor workers may have a higher rate of incidents.

It is encouraging to see that, during the 2016–17 financial year, there is a decrease in the average rate of incidents across all age groups of workers.

While the two higher age brackets (60+ and 46–60) have seen decreases in the number of incidents per 100 employees, from 3.8 to 2.3 for those aged 60+ and from 3.7 to 2.4 for those aged 46–60, they continue to be the highest relative number of incidents per 100 employees. Councils should further explore the nature of these

incidents so they can implement awareness and wellbeing programs that target the 46–60 and 60+ age groups.

NZ councils continue to have a much lower number of incidents per 100 employees (all age brackets at or below 1 incident per 100 employees), and this is reflected in a much lower volume of 11 days lost per 100 employees, compared to 99 in WA, 73 in SA and 63 days lost per 100 employees in NSW councils. The nature, shape and mix of council services will invariably impact the extent of workplace injuries, and where outsourcing is used to deliver services it is important that councils contract with a provider that manages this risk appropriately and that the contract itself incentivises safe work practices.

Key considerations

- Is your number of incidents per 100 employees trending downwards?
- Do you use the data you collect on incidents to support and improve your prevention program?
- What was the nature of the incidents? How did they rate on a scale of very serious to minor?
- Do you regularly report volume of incidents by service area to council?

Figure 1.50: Lost time injury incidents

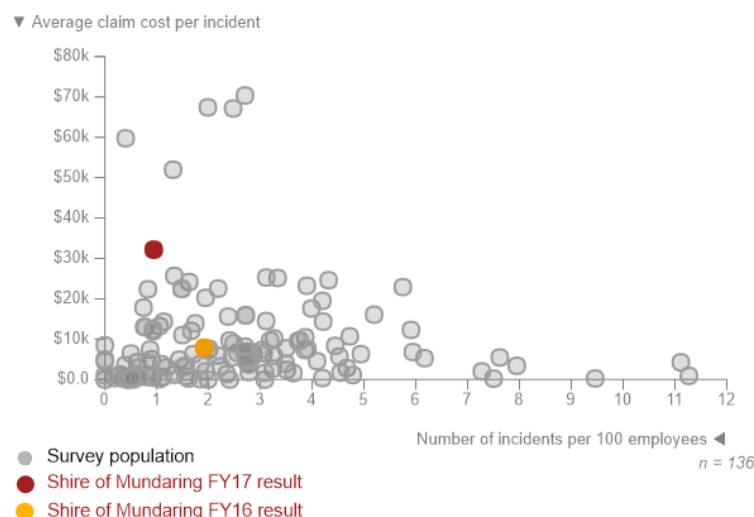
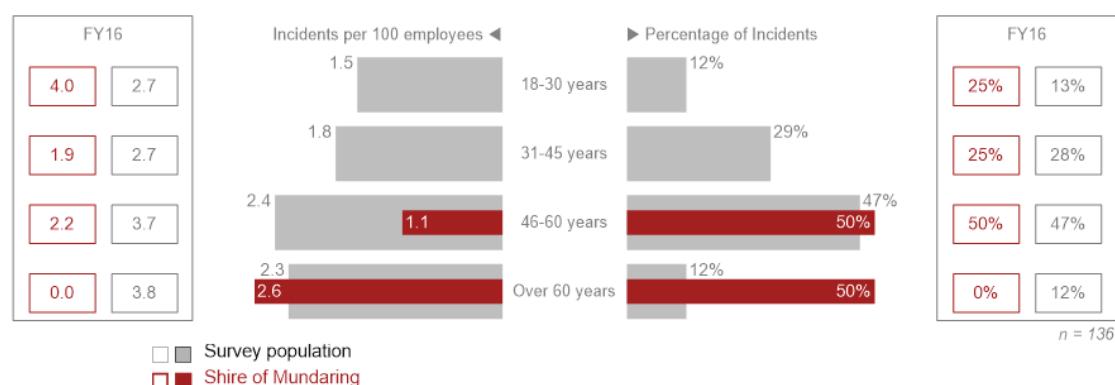


Figure 1.51: Incidents per 100 employees by age bracket



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Finance

*of finance function
effort is devoted
to business insights*

*median cost of
finance as a
percentage of revenue*

*business days for
top quartile councils
to close and report
financial results*



Finance Trend Summary

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Finance

Finance partnering with the business

The role of finance

The role finance plays within an organisation continues to extend beyond the traditional finance function. Top performing finance teams are playing a key role in supporting the strategic direction and growth of their organisations.

A key feature of these top performing finance teams centres around not being content with business as usual. Instead, focus is on continual year-on-year improvements, challenging the status quo, and being able to add value by collaborating with other functions in the organisation. This is in contrast to teams

stuck in the traditional finance function mindset, typically with leaders who aren't committed to agility and innovation.

This aligns with the continued importance of local government having an experienced CFO or senior finance professional who embraces and promotes strategic transformation, while also safely and reliably managing the reporting and control functions of the council.¹

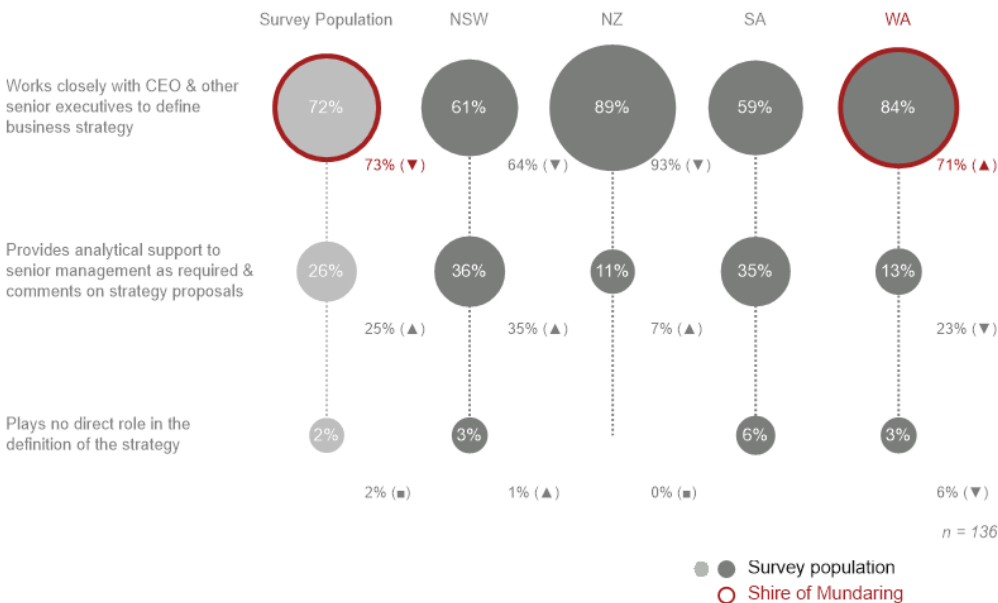
We continue to see the CFO playing an increasingly important role in the development of the strategic vision in local government, with 72% of councils reporting that their CFO works closely

with their CEO and senior executives to define the business strategy (down slightly from 73% in the prior year).

Consistent with the prior year, NZ councils have CFOs who are more engaged in a strategic role (89%), compared to 59% of SA councils and 61% of NSW councils. Importantly, WA councils have seen a significant increase from the prior year, with 84% of CFOs playing a key role in the development of the council's business strategy (up from 71%).

Finance has a critical role to play in ensuring organisations continue to thrive. This requires investment in new practices, technologies, and skills that increase the business' capacity to adapt at pace.¹

Figure 2.1: What role does the CFO play in the development of the council's business strategy?



¹ PwC global Finance Effectiveness Benchmark Report 2017, 'Stepping up: How finance functions are transforming to drive business results'.

Finance partnering with the business

The role of finance (continued)

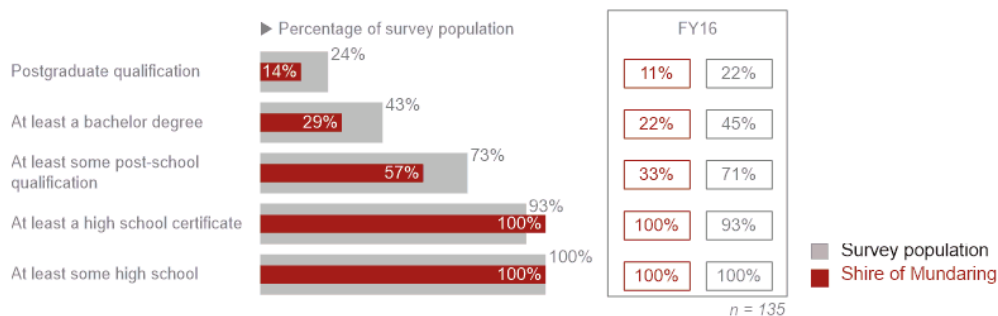
Finance professionals who are experienced, creative and have an analytical mindset are best placed to deliver meaningful insights that drive strategic transformation. Creating a dynamic finance team often attracts high calibre candidates with a higher level of education.

Our overall survey findings show only 43% of finance employees have at least a bachelor's degree. NZ councils tend to employ higher-educated finance staff, with 56% holding at least a bachelor's degree, followed by 49% of SA councils (compared to 36% in NSW and 40% in WA councils).

Key considerations

- Has your CFO and finance team identified a clear value proposition – one that leads to a more informed performance discussion with the business units and the leadership team?
- Is your finance function embracing change and focused on engaging in a more visual and analytical manner with the business?
- Is your finance team receiving the right amount and type of training and experiences in order to develop their skill set for the evolving expectations being placed upon them?

Figure 2.2: Finance employee qualifications (cumulative)



Finance

How are you leveraging technology to create real time insights?**Finance function activities**

Our findings show an increase in the time devoted to value-adding business insight activities this year. The upward shift to 24% of time spent on business insight activities (22% in the prior year) has been offset by a reported downturn in transactional efficiency tasks (59%, down from 62%) and a slight uptick in compliance to 17% (16% in the prior year).

This measurement is based on employed resources only, and so those councils that have outsourced or share some transactional functions (eg. 6% of councils that outsource or share accounts receivable/payable and 3% for Payroll) should expect a lower proportion of effort allocated to transactional efficiency.

Increased effort on business insights is reflected across all types of councils, ranging from 28% in metro councils, 22% in rural councils and 20% in regional councils. Our metro council result of 28% surpasses the global benchmark of 24% of time devoted to business insight activities, as evidenced in the 2017 PwC finance effectiveness benchmark report,² where results were drawn from over 600 PwC finance benchmark engagements across different industries around the globe.

The global findings highlight how leading finance organisations are delivering greater commercial impact by harnessing the skills of the insight-focused employees to analyse and interpret large datasets.

The key elements of a high performing finance function include three areas³:

Business insight relates to effective ways of working so that finance can guide the business to enable sustainable business growth, and provide relevant and timely performance management information.

Efficiency means improving task performance in a timely and cost-effective manner by simplifying processes enabled by technology, and outsourcing and using shared services for non-core activities to make transactions more efficient.

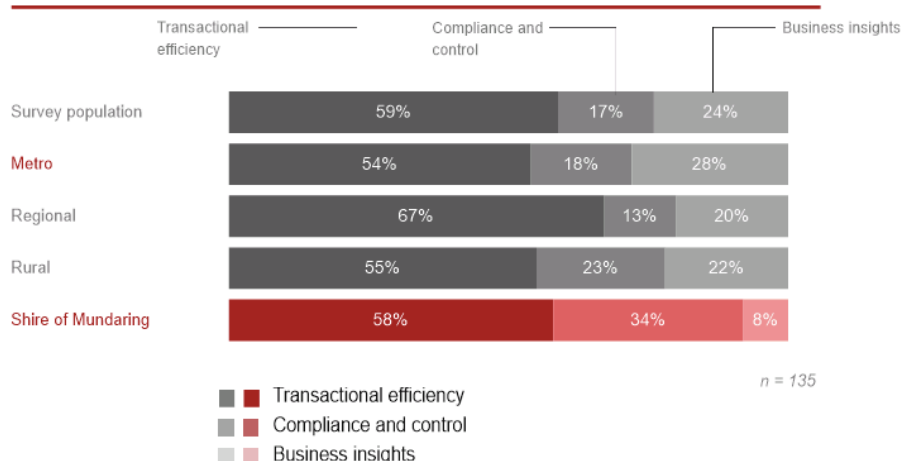
Compliance and control relates to the need to balance sustainable cost without constraining the business by optimising risk management, and remaining flexible enough to accommodate future changes in regulation.

As a result of digital advances, the opportunity now exists for finance teams to transition to more timely and insightful management reporting. Using the latest business intelligence and data visualisation packages allows for more self-service information gathering and analysis that in turn creates more capable users.

In addition, emerging technologies such as artificial intelligence and automation can increase efficiencies and quality within finance transaction processes while reducing costs in the long term. More importantly, investments in new technologies can provide the finance function the capacity to spend more time on analysis and value adding activities.

Key considerations

- When did you last critically assess how much time is spent in finance doing what no longer needs to be done?
- Have you reviewed how many tasks or processes could be automated or eliminated to improve efficiency?
- Have you created an inventory of finance reports produced and then researched how they are being used by the business?
- Have you invested in technology to support better analysis, and reduce the amount of time spent gathering and manipulating data?
- Are your finance teams empowered with online collaboration tools and mobile computing to create flexibility in working practices?
- Have you explored the use of data visualisation tools as a way to provide faster insightful analysis? Gartner's research identifies different options to support organisations wishing to select a product in visual analytics and business intelligence.⁴

Figure 2.3: Finance function effort by process

² PwC Global Finance Effectiveness Benchmark Report 2017, 'Stepping up: How finance functions are transforming to drive business results'.

³ Ibid.

⁴ <https://www.gartner.com/doc/3611117/magic-quadrant-business-intelligence-analytics>. Last visited on 29/11/2017.

What is your finance function really costing you?

Finance function cost

Finance faces ongoing pressure to instil a culture of innovation to deliver value, while at the same time sustaining a focus on efficiency and cost. It is, therefore, important to understand the cost of the finance function when assessing the current value derived and changes that may be required to create further efficiencies.

Based on the most recent global PwC finance effectiveness benchmarking study, global finance functions are costing a median of 0.86% (finance cost as a percentage of revenue), and top quartile finance functions are costing 0.55%.³

By comparison, the overall median local government result of 2.2% is regarded as high (albeit a slight fall from 2.3% in the prior year). This decrease in the median finance cost as a percentage of revenue was a result of NSW and WA councils

falling, and NZ councils stabilising. Interestingly, the finance teams in these three jurisdictions have been able to provide more value-adding business insights, compared to the prior year; an area that is usually associated with higher finance salaries.

NSW councils have the lowest median finance cost, with 2% (down from 2.3% in the prior year) and have focused more on business insight effort, increasing from 21% in FY16 to 22% in FY17.

In comparison, our new SA councils spend 1.7 times more on finance as a cost of revenue (3.4%), compared to NSW councils. This is likely related to the 27% of overall finance FTE effort on business insight activities, however this cost does seem high and we recommend a review takes place especially for councils above the median cost of 3.4%.

NZ councils deliver finance with a median cost of revenue at 2.4%, with 30% of finance time devoted to business insights (up from 27% in the prior year). The higher business insight time suggests a strong analytical focus possibly driven by the recent 3 year long term planning process undertaken by NZ councils.

Meanwhile, the median cost of finance in WA councils has reduced from 2.6% to 2.5%, and 19% of time is devoted to business insights (up from 17% in the prior year).

Opportunities still exist for local government finance functions ranging from exploring automation, elimination of low value reports, and improved efficient use of capacity to shared services or outsourcing.

Figure 2.4: Cost of finance as a percentage of revenue (council jurisdiction)

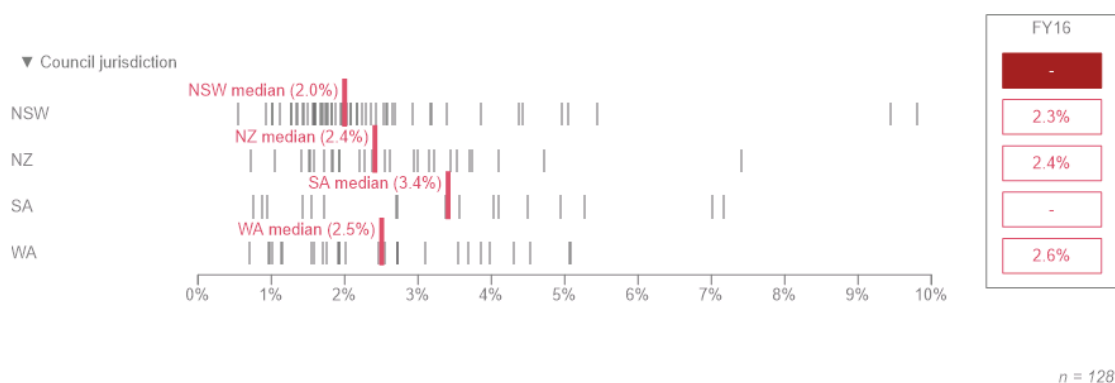
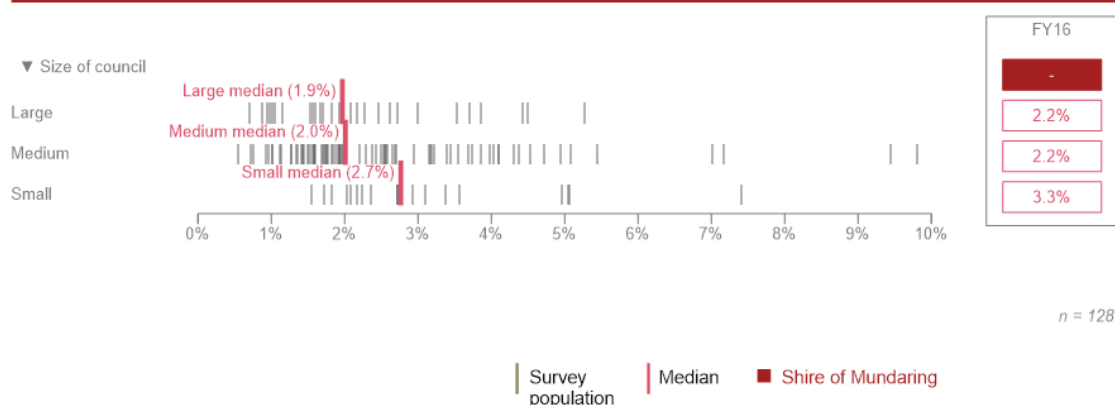


Figure 2.5: Cost of finance as a percentage of revenue (size of council)



³ PwC global Finance Effectiveness Benchmark Report 2017, 'Stepping up: How finance functions are transforming to drive business results'.

Finance

How efficient is your finance function?**Days to report and manual journals**

Month-end close and reporting is a core process within the finance function. It is crucial this is completed efficiently and accurately to support efficient decision making by the CFO and senior management. A prolonged monthly close-to-report cycle time can indicate an unbalanced amount of data-gathering effort and focus, rather than value-driven analysis and interpretation of results.

Our survey results show that the median council operates with a close-to-report cycle within 10 days. However, top quartile councils are able to provide financial results to senior management in just 7 days.

Councils taking more than the median of 10 days to provide management with financial results, have an opportunity to improve this aspect of their finance

function. Otherwise, CFOs and senior management have practically no time to interpret and act on the results before the next month-end close begins.

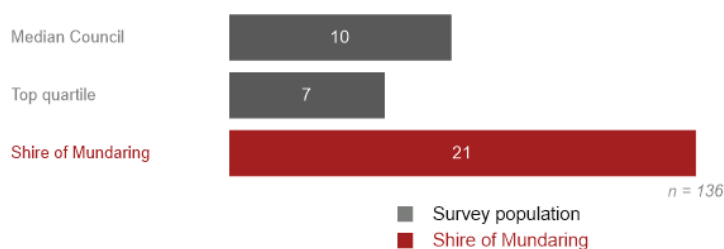
An indicator of an efficient finance function can be the amount of manual journals processed in any given year.

Our findings show that 26% of surveyed councils are processing more than 1,500 manual journals annually. If we assume that each manual journal takes approximately three minutes to process, then this equates to one person spending 75 hours a month or around 10 days per month manually processing journals.

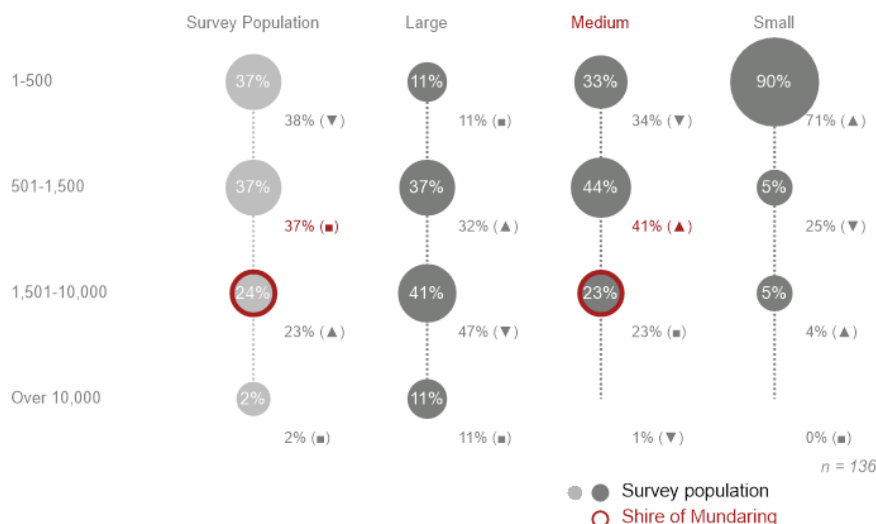
Quality control is also a factor to consider and involves additional manager resource effort to review the manual journals for accuracy and completeness.

An upfront investment in quality control may create efficiencies in the close-to-report process through a reduction in 'wasted time' spent identifying and resolving errors. The PwC finance effectiveness benchmarking study⁶ identifies that 44% of processing time could be eliminated by investing in automation and adopting more efficient techniques during management reporting.

Strategies to reduce manual journals include automating all recurring journals and setting materiality thresholds for reclassification entries. This would allow councils to redeploy finance resources to more value-adding tasks, while also creating a more robust control environment.

Figure 2.6: Days to close and report**Key considerations**

- Have you standardised your data and investigated or implemented an automated approach to data collation?
- Do you have a smart and efficient close-to-report cycle?
- Are you using low-cost data analytics tools to improve data visualisation allowing for more rapid interpretation of results?

Figure 2.7: What was the total number of manual journals processed in the year ending 30 June 2017?

⁶ PwC global finance effectiveness benchmark report 2017, 'Stepping up: How finance functions are transforming to drive business results'.

Delivering financial information to senior management

Reporting to management

A key role of the finance function is to provide timely financial reporting to the senior management team. When it comes to reporting on a monthly basis, we observe an upward shift to 75% of council finance teams sharing approved financial information with senior management, compared to 73% in the prior year.

NZ and WA councils are more likely to report monthly, with 96% and 91% respectively. NSW councils have shifted their focus to more timely reporting, with 64% reporting monthly (up from 52% in the prior year). Just over half of SA councils (53%) report monthly, with 41% reporting quarterly.

In small councils, we continue to observe a dramatic upward shift in the frequency of financial reporting to senior management. The move to monthly financial reporting is now evident in 86% of small surveyed councils, compared to just 44% back in FY14. This is a reflection on NSW councils and the improvement they are making, given NSW councils have always dominated the small council survey population.

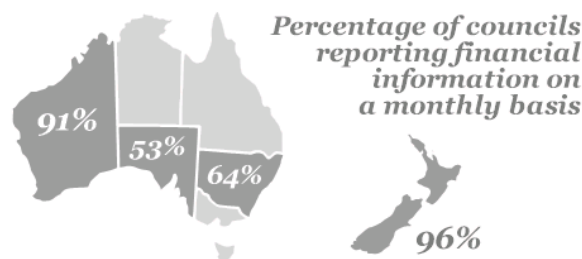


Figure 2.8: How often do you report approved financial information to senior management?



Finance

Delivering financial information to senior management**Sharing financial results**

In order for the finance function to provide the most relevant financial information at the optimal time, finance team members need to build relationships with their peers in other areas of the business to allow for a better understanding of what key insights are needed to make business decisions.

Encouraging this collaborative approach between the finance team and other business units can lead to improved efficiencies, increased value-add deliverables and a level of empowerment among the finance team.

Our survey results suggest extensive sharing of financial results with the CEO, directors and managers. Lower levels of management are less likely to receive this information however, with our collected responses indicating that 57% of team leaders and 35% of supervisors are provided with the ability to draw insights from financial information.

NZ and WA councils consistently outperform in sharing financial information across all levels of staff in a council, especially when compared to NSW councils. Interestingly, only 85% of managers in NSW councils receive

financial information, compared to 100% and 97% of managers in NZ and WA councils respectively. In addition, a much lower percentage of team leaders (44%) and supervisors (28%) in NSW councils are given the opportunity to understand their council's financial results, compared to all other council locations.

SA councils perform well when sharing financial information at the senior management levels (at least 94%), but sharing with team leaders and supervisors falls sharply; just 53% of team leaders and 29% of supervisors receive financial updates.

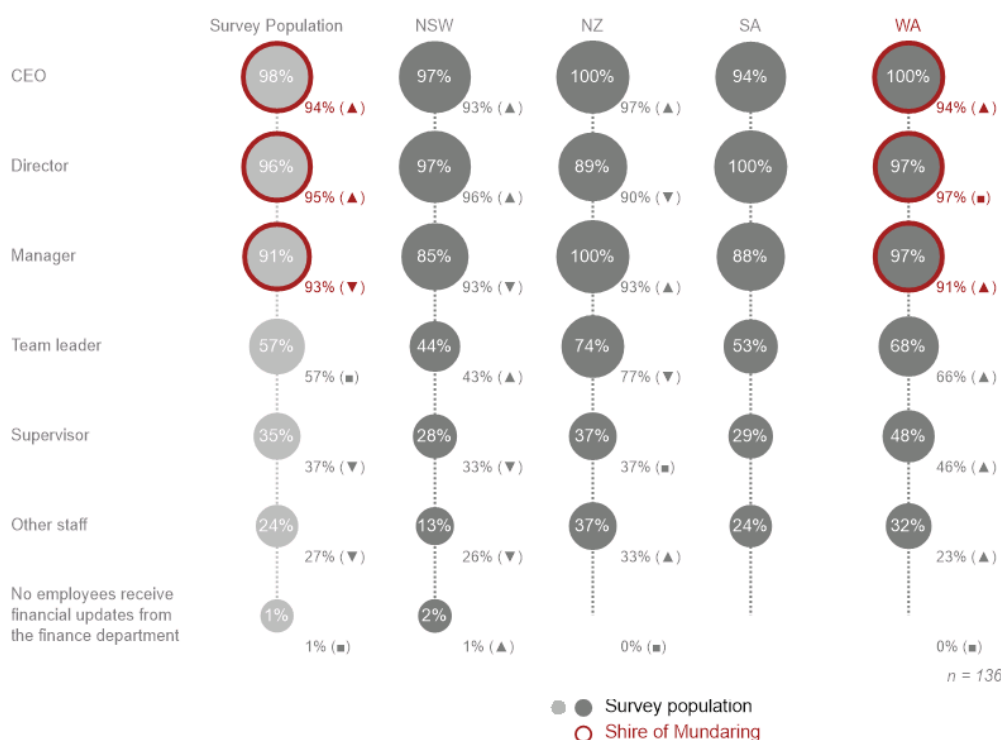
Sharing financial results and business insights with various levels across a council is one way to create a culture where employees within business units become more engaged with the council's key financial performance drivers.

Exposing team leaders and supervisors to a variety of financial metrics allows them to absorb and understand these key business drivers – instilling a sense of ownership and responsibility as they consider what it means to their business unit and team – before they move into the more senior levels of management.

Key considerations

- Are you encouraging finance staff to engage with the business to better understand what insights are needed for effective decision making?
- Is peer to peer relationship building across finance and other parts of the business rewarded and encouraged?
- Are you building resilience in your finance team – are they empowered to initiate more effective planning and cross-skilling between finance staff so they can meet the demands of internal stakeholders?

Figure 2.9: Who receives financial updates about council's performance from the finance department?



Balancing insight and efficiency

Budgeting

Most finance teams would like to focus more on delivering insights and assisting in forward focused business decisions during the budget process, as opposed to just gathering and manipulating data. The PwC finance effectiveness benchmarking study⁷ notes that the value of the budget comes from the collaboration on business decisions and connected thinking, rather than the projection itself or the mechanical process behind the budget. When budgets are produced they then need to be used in the business as a critical management tool to drive decisions and behaviours.

Councils can streamline the budget preparation process by identifying bottlenecks in the process. The PwC finance effectiveness benchmarking study⁸ sets out that 35% of processing time could be eliminated by investing in automation of the budgeting and forecasting process.

When assessing the time councils spend on the budgeting process, we measure from the date the process officially begins to the date the budget is finalised and loaded into the accounting system. The median results for the 2016–17 financial year budget process remains relatively high across councils of all sizes, ranging from 115 business days in small councils, to 174 business days in large councils. The overall median remains on par with last year at 143 business days.

Analysing by council jurisdiction, shows WA councils completing the cycle in the shortest timeframe, with a median of 118 days and a reduction from 121 days in the prior year. At the other end of the spectrum, NZ councils come in with a median of 205 days – adding 26 business days to the budget process from the previous year.

Looking deeper into the budget process in Figure 2.11, we see that finance teams continue to spend most of their time preparing and refining the budget to obtain senior management approval, with 67% of the total budget time spent in this first phase. We continue to see WA councils spending more time (82%) on the first phase of preparation, compared to 63% for both NZ and NSW councils and 66% for SA councils.

While the regulated nature of the local government environment is undoubtedly a factor in the way budgets must be prepared and delivered, councils should remain alert to the fact that a longer process will unavoidably consume more resources from across the organisation.

Figure 2.10: Total elapsed business days for the budgeting process

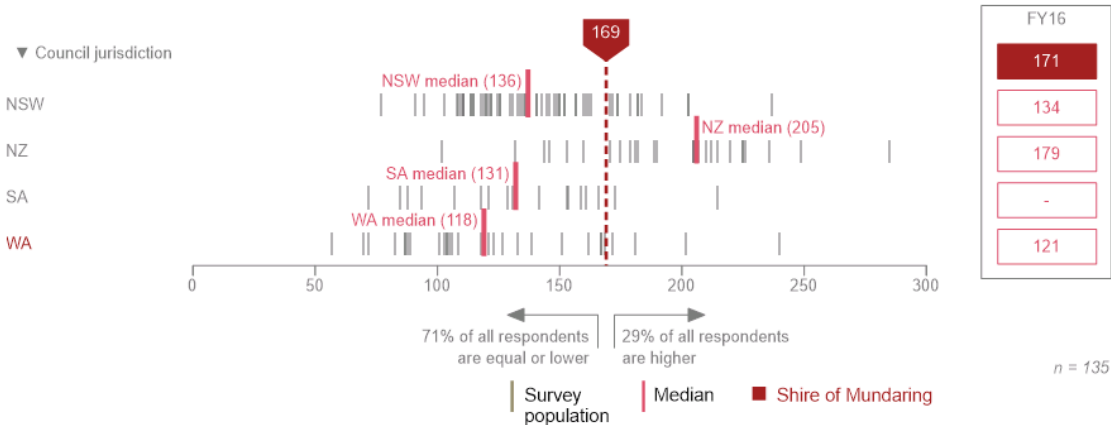
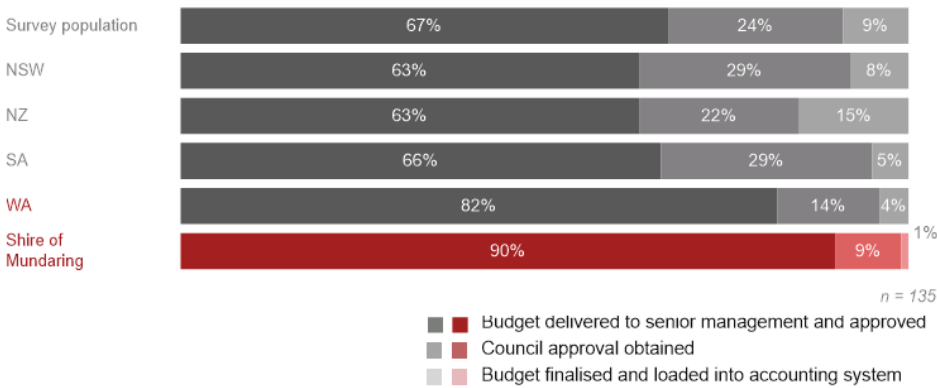


Figure 2.11: Proportion of total elapsed budget days by stage



7 PwC Global Finance Effectiveness Benchmark Report 2017, 'Stepping up: How finance functions are transforming to drive business results'.
8 Ibid.

Finance

Balancing insight and efficiency**Forecasting**

Forecasts can provide management with the necessary information to assess and respond to changing financial results and can be very valuable in orienting management towards managing emerging events, as well as highlighting business risks and issues in a timely manner.

Management should be understanding and acting on the forecast variances by highlighting appropriate recommendations and remedies required at that time. These actions should be monitored closely to ensure the desired outcomes are achieved.

Although down from 94% in the prior year, NSW councils remain particularly strong in this area with 90% of councils formally forecasting performance.

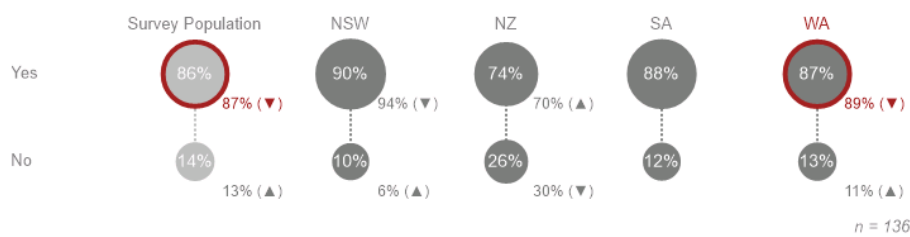
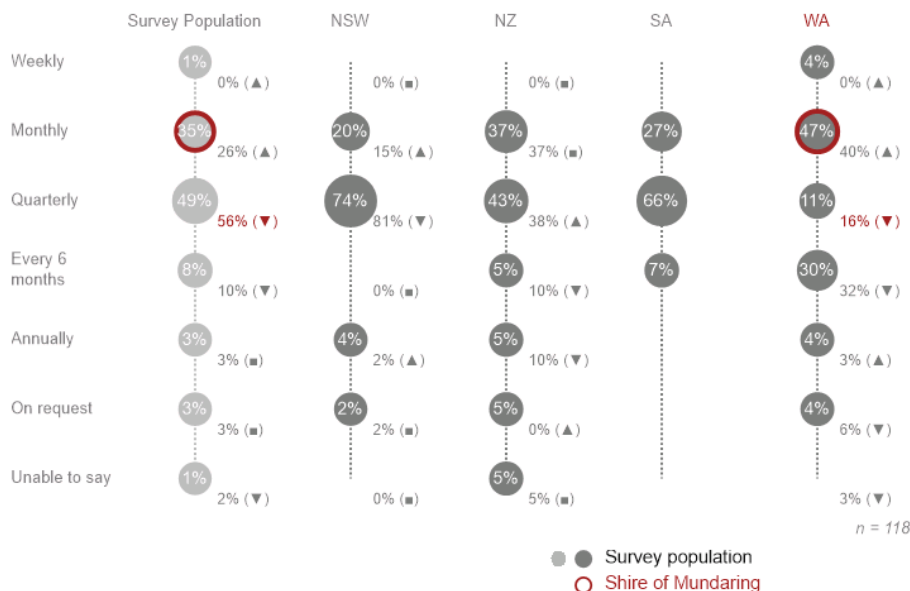
Meanwhile, 74% of NZ councils formally forecast performance to budget (up from 70% in the prior year).

Across the board, we see a tendency in local government to only forecast every quarter, with just under half of councils (49%) forecasting at this level of frequency. However, there is an upward trend to monthly forecasting, with 35% of councils compared to 26% in the prior year.

In NSW and SA, a small proportion of councils forecast monthly (20% and 27% respectively), with the majority preparing forecasts quarterly (74% and 66% respectively). In contrast, 47% of WA and 37% of NZ councils prepare forecasts monthly.

Key considerations

- Have you considered how automation could improve the time spent on the planning, budgeting and forecasting process?
- What processes do you undertake to understand forecast variances to budget and how do you work to mitigate future risk?
- Do you use your budgets and forecasts as a critical management tool to drive discussion, decisions and behaviours?

Figure 2.12: Do you formally forecast your performance to budget throughout the year?**Figure 2.13: How frequently are forecasts prepared?**

Source of income

Revenue profile

The mix of income associated with local government can be vastly different between Australian and New Zealand councils due to diverse scopes of service and responsibility as well as a different relationships with other levels of government.

We continue to observe the lower reliance NZ councils place on revenue derived from government grants (7% of income), with most of the revenue funded by residents and businesses through rates and annual charges (61% of all income). We also acknowledge that NZ councils continue to derive a higher proportion of income from alternative income streams, with 14% sourced in this way; this is more than double that of NSW (5%), SA (5%) and WA councils (6%).

In addition, our findings show a contrast among the surveyed Australian councils. NSW councils continue to source a smaller amount of revenue from rates and annual

charges (44%), compared to WA councils deriving 55% and SA councils deriving 69% of their revenue from rates and annual charges.

This stems from the fact that over 85% of the NSW surveyed councils are rural or regional councils that rely on government grants to manage their extensive road network. As such, the reliance upon grants differs significantly, with 31% of total income in NSW councils represented by grants (no change from the prior year), compared to only 20% in WA, 15% in SA and 7% in NZ councils (up from 6% in the prior year).

It is essential that councils continually review their current revenue profile, looking for additional or different sources of income. It is important to determine how best to gain more control over this critical component for future sustainability.

Key considerations

- Does your council have the right skills, abilities, and resources to identify additional revenue opportunities?
- What dormant opportunities lie in your existing revenue streams, fees and services?
- Are your finance teams aware of all the various revenue streams available to your council?
- Have you carefully analysed new service pricing options in a bid to optimise revenue?

Figure 2.14: FY17 revenue profile



Finance

Optimising working capital

Collection of rates and annual charges

Fast and efficient rates and annual charges collection supports councils to better understand whether working capital is being managed effectively.

Facilitating easy payment options for rate payers, as well as automating financial processes, can help build agility into labor-intensive activities, and improve the relationship between councils, ratepayers and suppliers.

Figure 2.15 shows the cumulative collection of rates and annual charges compared to the survey population, and figure 2.16 displays the quarterly cash collections during the 2016–17 financial year.

Geographically, WA councils continue to front load their cash collections from rates and annual charges compared to the other council jurisdictions, with 60% of this pool of funds collected by the end of quarter one. In comparison, NZ collect 25%, SA 31% and NSW councils collect 34% of their rates by the end of quarter one.

The offer of incentives for annual upfront rate payments or the imposition of a small fee for late payments, continue to benefit WA councils by positively impacting cash flow. Other options used by WA councils include offering discounts and entry into early payment prize draws. Alternatively, if ratepayers choose to pay in instalments, a small interest fee is charged plus an instalment fee for quarters 2, 3 and 4.

The infographic shows the dollar-value equivalent of 1% of rates and annual charges collected. Based on this, councils can calculate how far ahead or behind they may be, quarter by quarter.



Figure 2.15: Cumulative collection of rates and annual charges

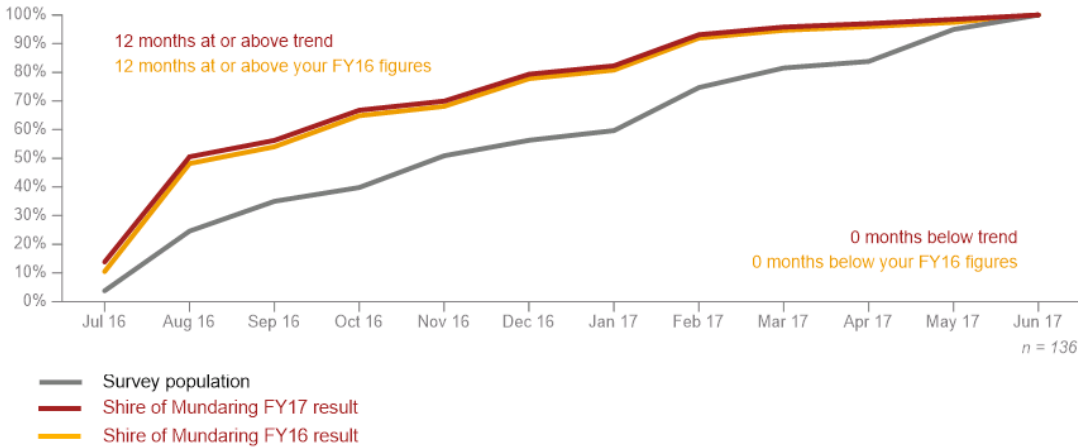
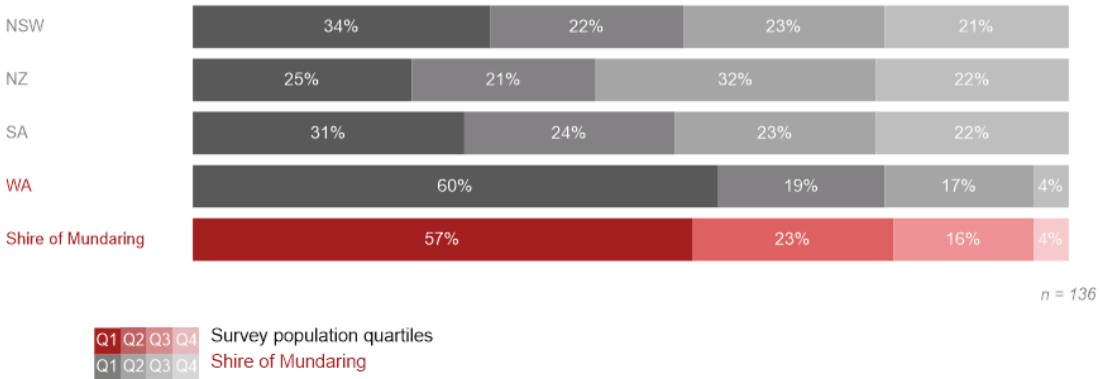


Figure 2.16: FY17 quarterly collection of rates and annual charges



Tracking and managing capital projects

Capital project expenditure

The effective management of capital expenditure is particularly important due to local government’s asset-intensive nature and the limited capacity of council operating budgets to absorb variations in the financial outcomes of capital projects.

When analysing capital expenditure per resident by council type, we continue to observe a range from a metro council median of A\$310 per resident (or NZ\$328) to a rural council median of A\$975 (or NZ\$1,032) per resident.

A key component of this higher spend per resident in rural councils is the maintenance required for large-scale regional infrastructure such as, but not limited to, roads and bridges. In some cases, this infrastructure investment also benefits the state or jurisdiction such as primary roads running through a local government area connecting key cities or towns.

Geographically, NSW councils continue to have the highest capital spend per resident, with a median of A\$720 (NZ\$762) compared to the other council jurisdictions where the median capital spend ranges from A\$480 (NZ\$508) to A\$520 (NZ\$551).

Figure 2.17: Total capital expenditure (A\$) per resident (type of council)

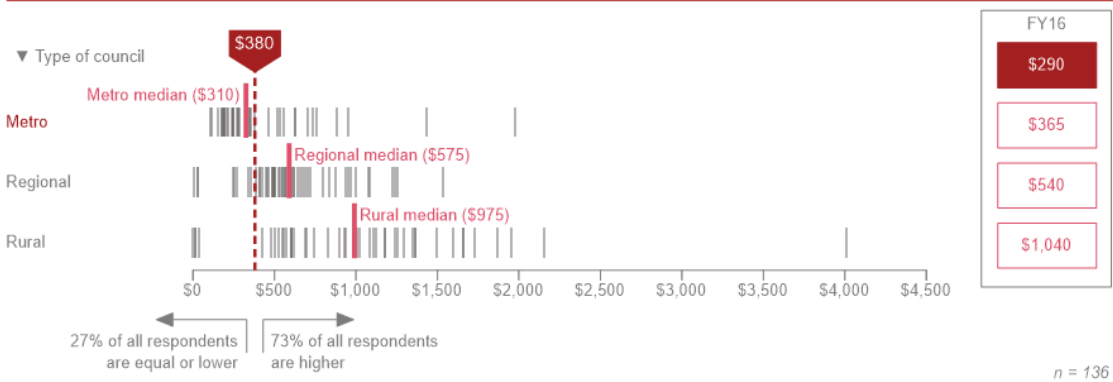
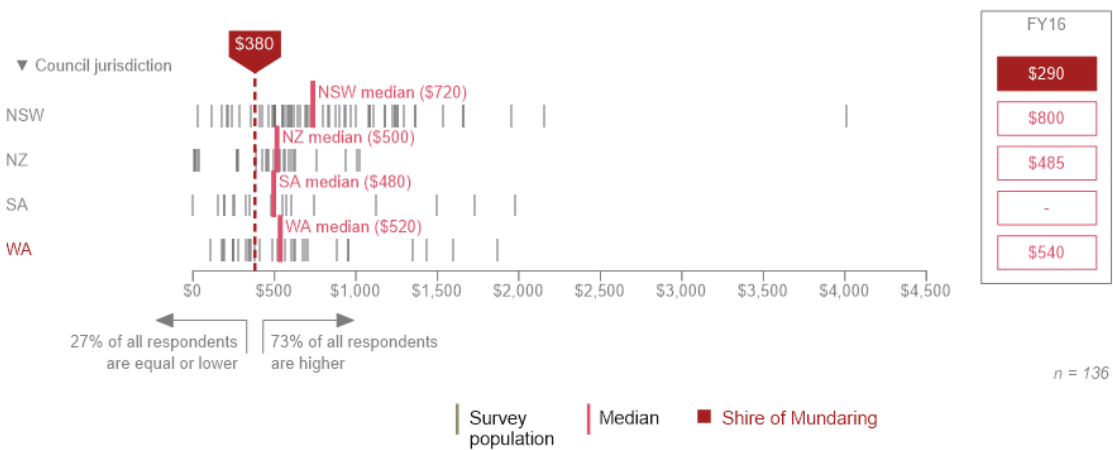
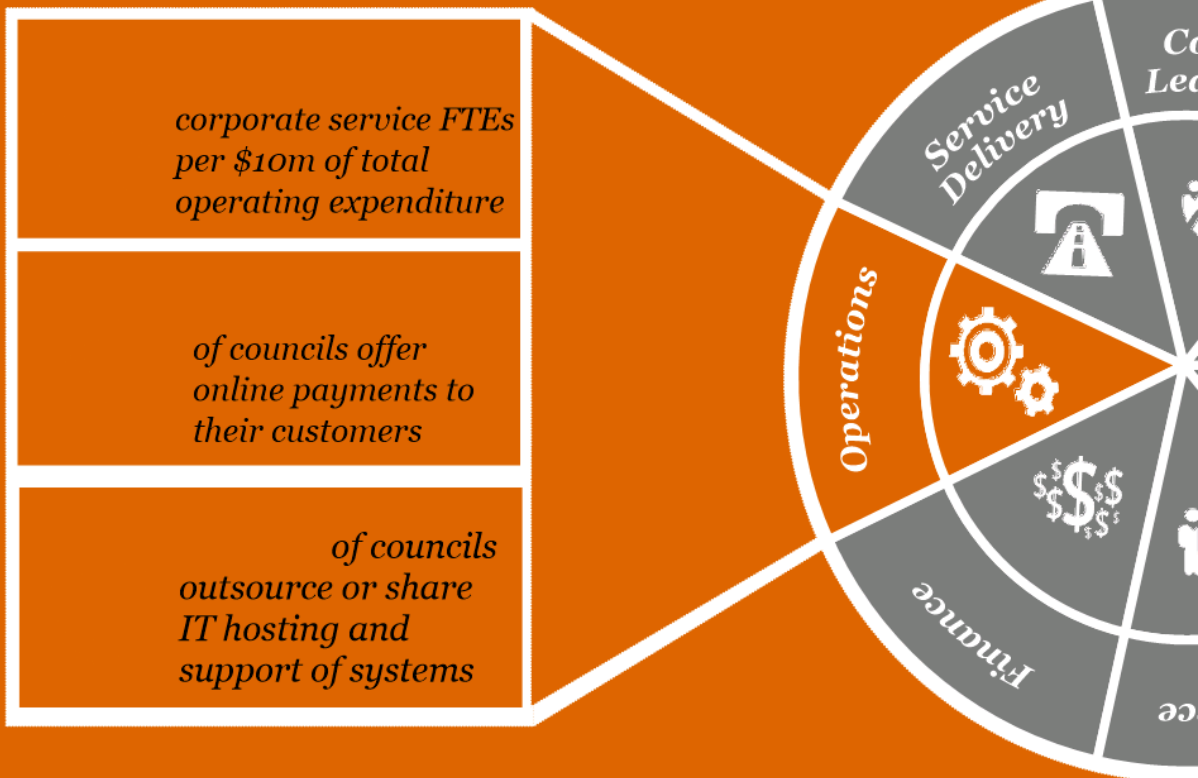


Figure 2.18: Total capital expenditure (A\$) per resident (council jurisdiction)



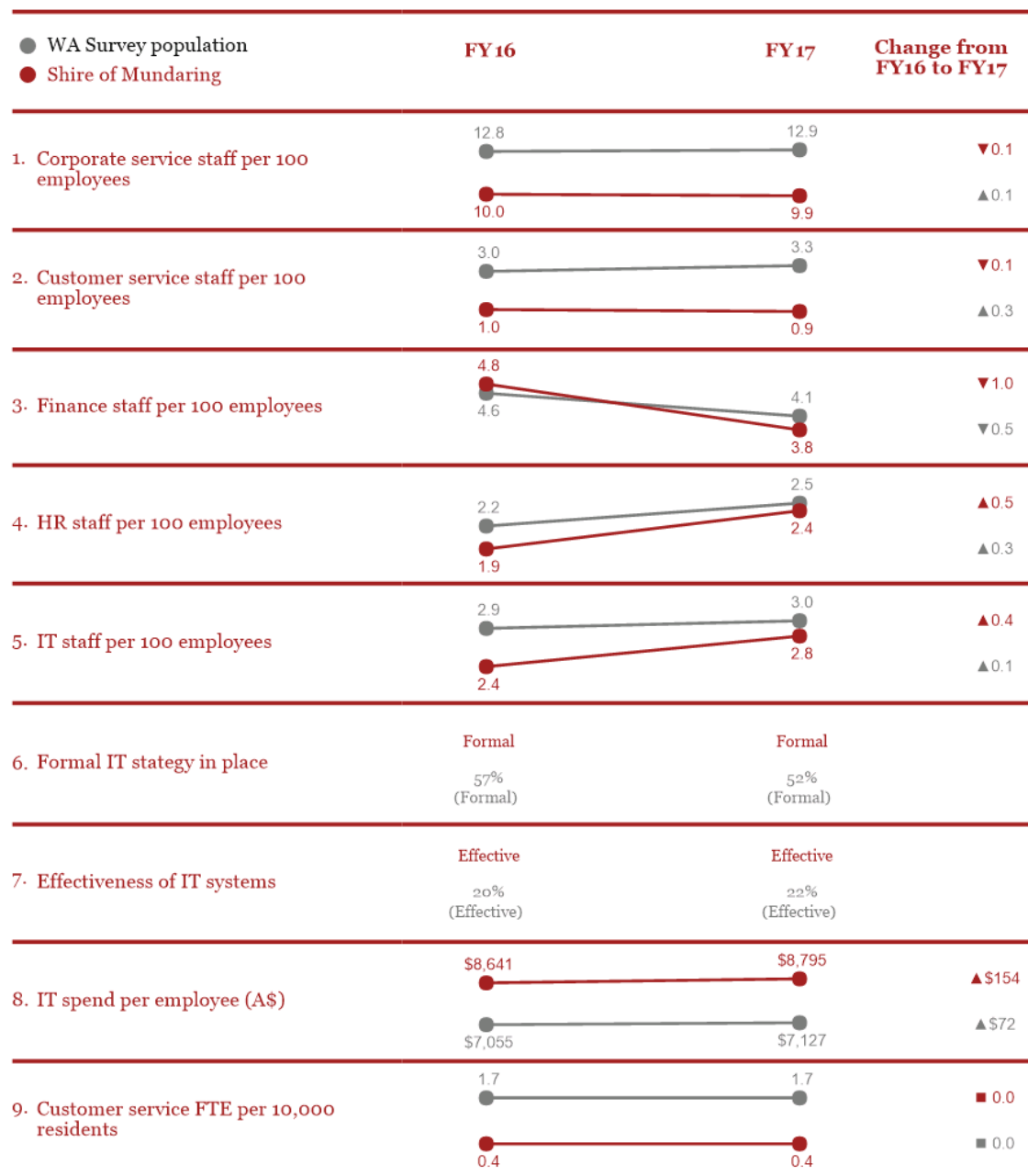


Operations



Operations Trend Summary

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Operations

Fostering productive corporate service functions

Corporate services

Productive corporate service functions aim to cultivate effective and efficient business processes in an effort to provide critical information, insights and services across a council. This then enables management to make sound decisions for the future.

Our program focuses on four specific corporate services: customer service, finance, human resources and information technology (IT). These corporate services represent 9% of the total council operating expenses, with 11% in SA, 9% in NZ and 8% in both NSW and WA councils.

The resource split between the four areas has remained largely unchanged from last year, with finance FTEs comprising a third (33%), customer service and IT FTEs representing 26%, and 15% in the HR function. There is an interesting trend in small councils, with the proportion of customer service FTEs declining to 27%, compared to 37% in the prior year. Although finance FTEs now comprise 48% of corporate service FTEs in small councils (up from 44% in the prior year), this is a result of the sharp decline in customer service FTEs, as opposed to a rise in finance resources.

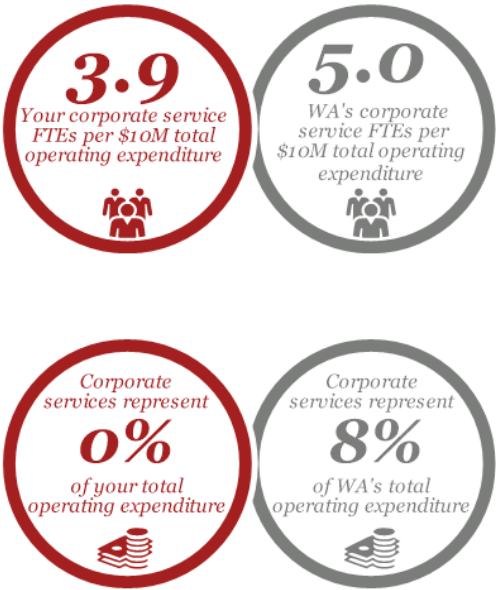
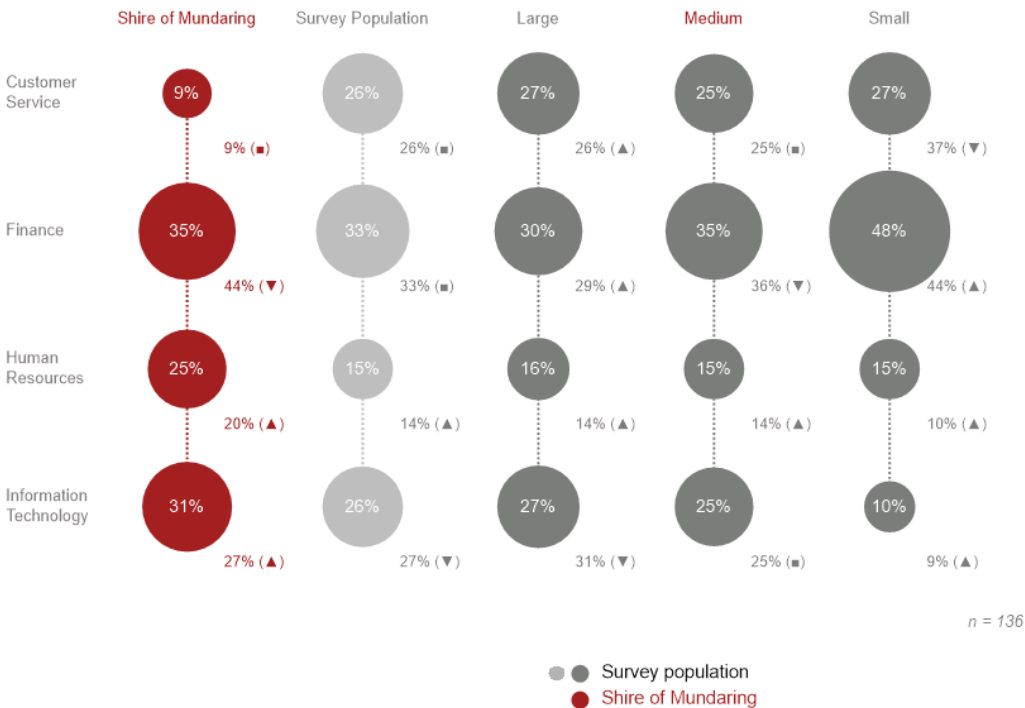


Figure 3.1: Breakdown of corporate service full-time equivalents



Fostering productive corporate service functions

Corporate services (continued)

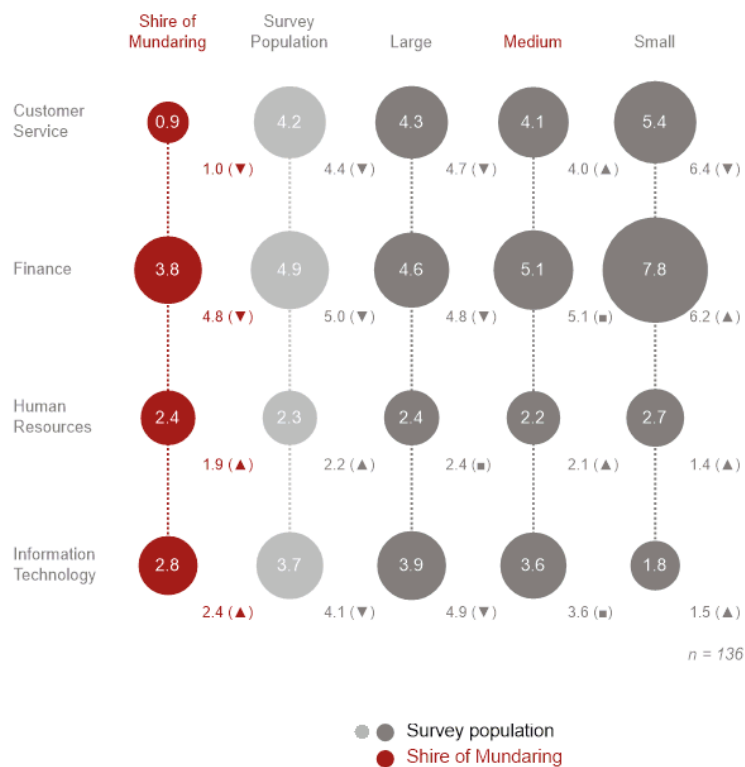
In both large and small councils, we observe a decline in customer service resourcing, with 4.3 FTE per 100 employees in large councils (down from 4.7 in the prior year) and 5.4 in small councils (down from 6.4 in the prior year). The allocation of resources to customer service, when comparing large and small councils, now only differs by 1.1 FTE per 100 employees (compared to a larger 1.7 FTE difference in the prior year).

As expected, large councils have the ability to benefit from economies of scale and this is most apparent in finance where large councils operate with 4.6 FTE per 100 employees, compared to 7.8 FTE in small councils.

Interestingly, in large councils there appears to be a move away from internally resourcing certain parts of the IT function, with IT now operating with 3.9 FTE per 100 employees, compared to 4.9 FTE a year ago. This is likely due to the increased outsourcing of IT hosting/support plus IT helpdesk, with 78% of large councils outsourcing IT hosting/support (up from 68% in the prior year) and 26% outsourcing the IT helpdesk (up from 21% in the prior year).

We encourage councils to consider the impact of the digital revolution when planning ahead and consider emerging technologies to increase efficiencies among internal processes to effectively balance corporate service FTEs and spending. Existing and new council employees play an important role in identifying opportunities to reduce duplication of effort, streamline manual processes and enhance automated reporting through the use of new technology.

Figure 3.2: Breakdown of corporate service staff per 100 employees



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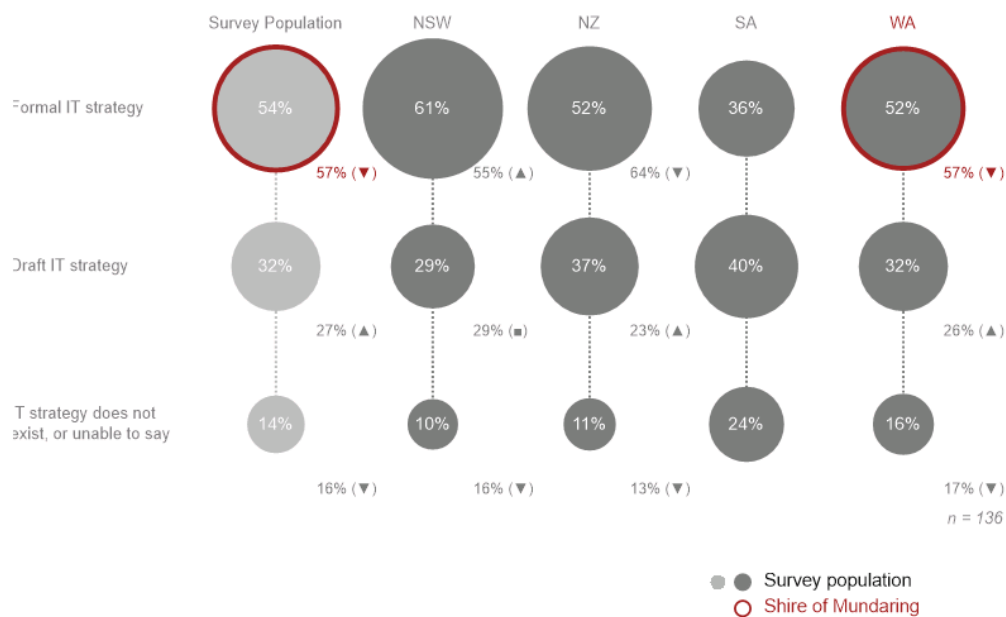
Leading councils have an IT strategy**Importance of an IT strategy**

Our overall survey results show a decline in the percentage of councils with a formal IT strategy that aligns to the business strategy. This is due to the new SA councils joining our program, with just 36% of SA councils having a formal IT strategy as well as a decline in NZ (down to 52%, from 64%) and WA councils (down to 52%, from 57%). NSW councils, on the other hand, are strengthening in this area, with 61% (up from 55%) now investing in a formal IT strategy.

The 2017 PwC Global Digital IQ Report surveyed 2,216 business and technology leaders and points to a connection between organisations that have more comprehensive digital strategies and those that achieve stronger financial performance.¹ The report goes on to say that a decade of Digital IQ has seen increased awareness of the business value of new technology adoption, but organisations have not adapted quickly enough to stay ahead of constant change. In some ways, they have regressed, as many organisations still take a passive approach to seeking out innovation.



Figure 3.3: Does your council have a formal or draft IT strategy that aligns with the business strategy?



¹ PwC 2017, Global Digital IQ Survey, 'A decade of digital: Keeping pace with transformation'.

Leading councils have an IT strategy

Importance of an IT strategy (continued)

Digital strategies play a key role in ensuring that council operations are running as effectively and competitively as possible. Given the decline in the number of councils having a formal IT strategy, it is not surprising to see the majority of councils across all regions reporting just 'adequate IT systems', with the highest being 77% of NZ councils rating their systems as 'adequate'. Encouragingly, we observe 31% of NSW councils citing effective systems, followed by 23% of NZ councils.

The 2017 PwC Global Digital IQ Survey, goes on to explain that CEOs have become the champions for digital, with 68% now championing digital transformation, compared to just 33% back in 2007.²

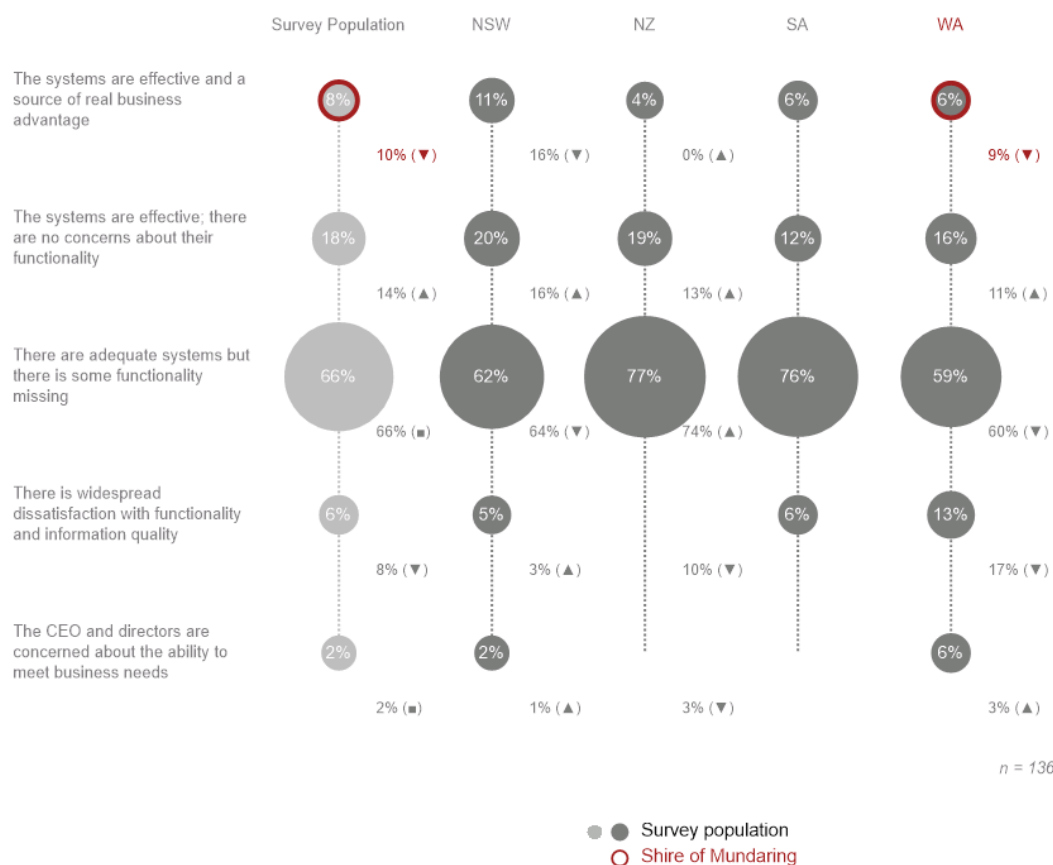
It is crucial that the council leadership team actively supports and collaborates to create a clear vision, comprehensive plan and adoption strategy to support digital transformation in the coming years. This is an opportunity to move away from the status quo and create a dynamic workplace where technology enables efficiency for both employees and a better customer experience for the community.

Focus on human experience:
Rethink how you define and deliver digital initiatives, consider employee and customer interactions at every step of the way, invest in creating a culture of tech innovation and adoption, and much more.³

Key considerations:

- Have you assigned joint responsibility to both the business and IT to develop and monitor progress of the IT strategy?
- Do you position IT as a central capability identified as essential (not optional) in your strategic plan?
- Is your IT function seen as a core business support function with highly skilled team/s?
- Have you reviewed other councils approach to this key area?

Figure 3.4: How effective are IT systems at supporting your business?



² PwC 2017, Global Digital IQ Survey, 'A decade of digital: Keeping pace with transformation'.

³ Ibid.

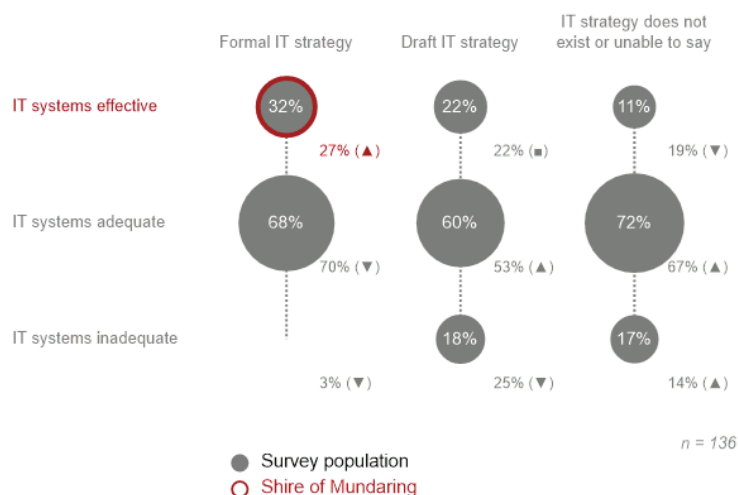
Operations

Leading councils have an IT strategy**Effective IT systems**

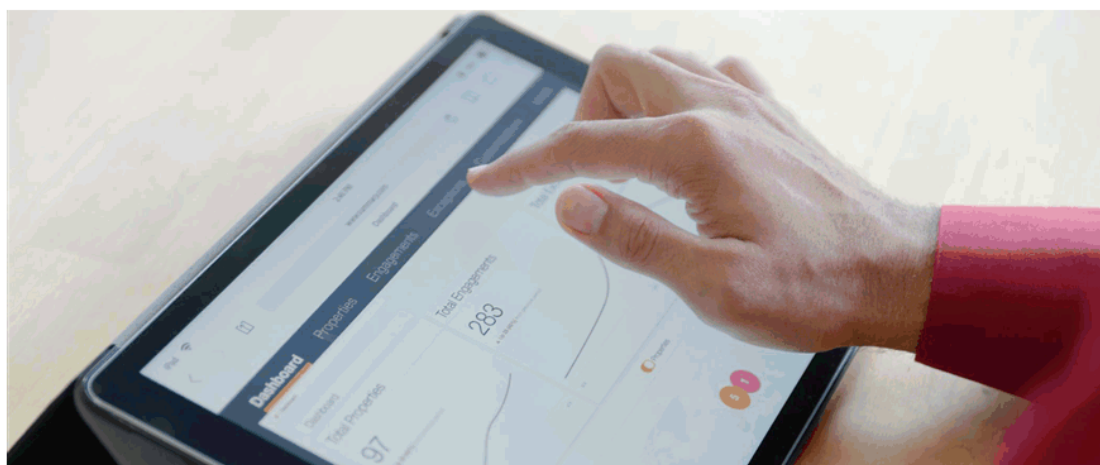
The 20th PwC 2017 Global CEO Survey, shows that the number one business priority for CEOs is innovation, and coming in third is strengthening digital and technology capabilities.⁴ The focus on both innovation and digital capabilities must be evidenced in an organisation's vision and the implementation of a formal IT strategy then aligns with this vision. Councils without a clear and formalised IT strategy should question how this affects the effectiveness of their IT systems, and whether this is inhibiting innovation to create a better employee and customer experience.

We can clearly see a correlation between councils that rate their IT systems as effective with those that have a formal IT strategy. Councils that rated their systems as effective were almost 3 times more likely to have a formal IT strategy in place (32%) compared to those without an IT strategy (11%). Consequently, there were no councils with a formal IT strategy that rated their IT systems as inadequate, compared to councils without an IT strategy (17%).

In line with having a formal IT strategy, comes the focus on the storage and use of council data to enable data analytics. This helps senior management better understand current state and start to drive more insightful decision making. Data was once critical to only a few back-office processes in the past, such as payroll and accounting, but today it is central to any business, and the importance of managing it strategically is only growing.⁵

Figure 3-5: Leading councils have an IT strategy**Key considerations:**

- Does your leadership team actively champion digital transformation?
- Does your IT strategy align with the council's overall organisational objectives?
- Do you have a clear vision on how digital technologies can help deliver outcomes while also reduce cost?
- How will you acquire and develop the digital skills and capabilities you need in the future?
- How are you using your stored data to drive forward data-driven decision making?



⁴ PwC 2017, 20th Global CEO Survey, 'The talent challenge: Harnessing the power of human skills in the machine age'.

⁵ <https://hbr.org/2017/05/whats-your-data-strategy> Last Visited on 27/11/2017.

Investing in IT

IT spend

IT spend per employee continues to vary significantly geographically and across council size. This is to be expected in a single year given the cyclical nature of IT priorities, projects and investments.

Large and medium-sized councils spend almost double on IT per employee, compared to small councils. However, it is important to note that in small councils the dip last year, in FY16, to a median spend per employee of A\$2.2k (NZ\$2.3k) appears to be an exception, with the median spend now at A\$3.9k per employee (NZ\$4.1k); a spend more comparable to FY14 and FY15.

We continue to observe NZ councils spending relatively more on IT, with a median spend per employee of A\$10.3k (NZ\$11k). This is in stark contrast to NSW councils, with a median spend of A\$5.5k (NZ\$5.8k) per employee, a static result compared to the prior year. WA councils continue to spend a median of A\$7.1k (NZ\$7.5k) per employee.

Since joining our program, we see SA councils with the second highest median IT spend per employee, approximately 1.4 times the median spend of NSW councils. While a higher IT spend may indicate strong investment in digital

transformation, given only 36% of SA councils have a formal IT strategy, proper consideration of the components of the IT spend and how this links to the business strategy is the next step in certifying that the IT spend is appropriate.

We continue to encourage the council leadership team to identify business areas that can benefit from integrated IT systems, cloud computing, software developments and investment in experienced IT professionals.

Figure 3.6: IT spend (A\$) per employee (size of council)

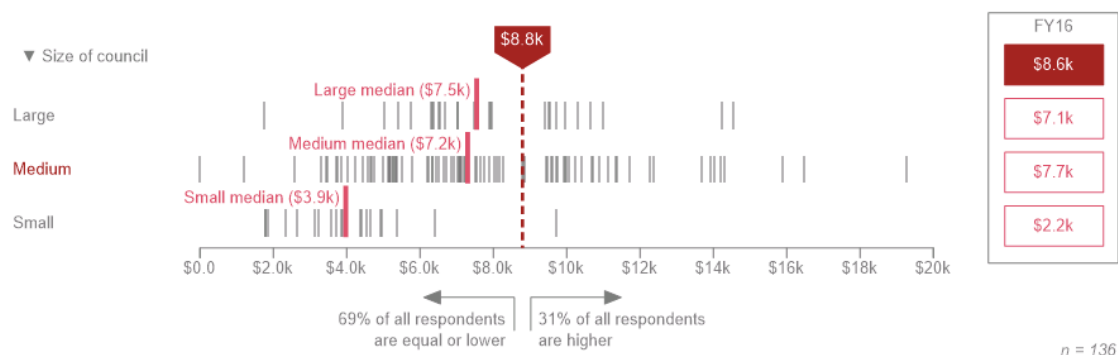
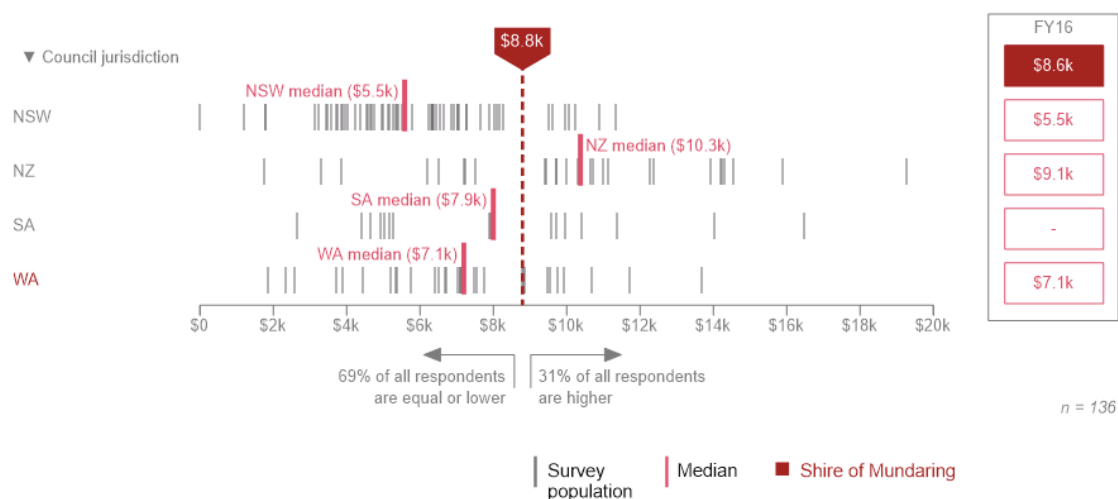


Figure 3.7: IT spend (A\$) per employee (council jurisdiction)



Operations

Managing your IT projects

IT priorities

Councils are facing greater pressure from both employees and the community to better interact and engage digitally with the council.

At the same time, budget constraints exist suggesting the very real need for a robust balancing act in terms of prioritising the competing demands of IT ongoing maintenance versus new IT initiatives and technology enhancements.

It is important then that IT priorities are aligned in a way to ensure efficient and cost effective delivery. In our program, we asked councils to rank a selection of IT priorities.

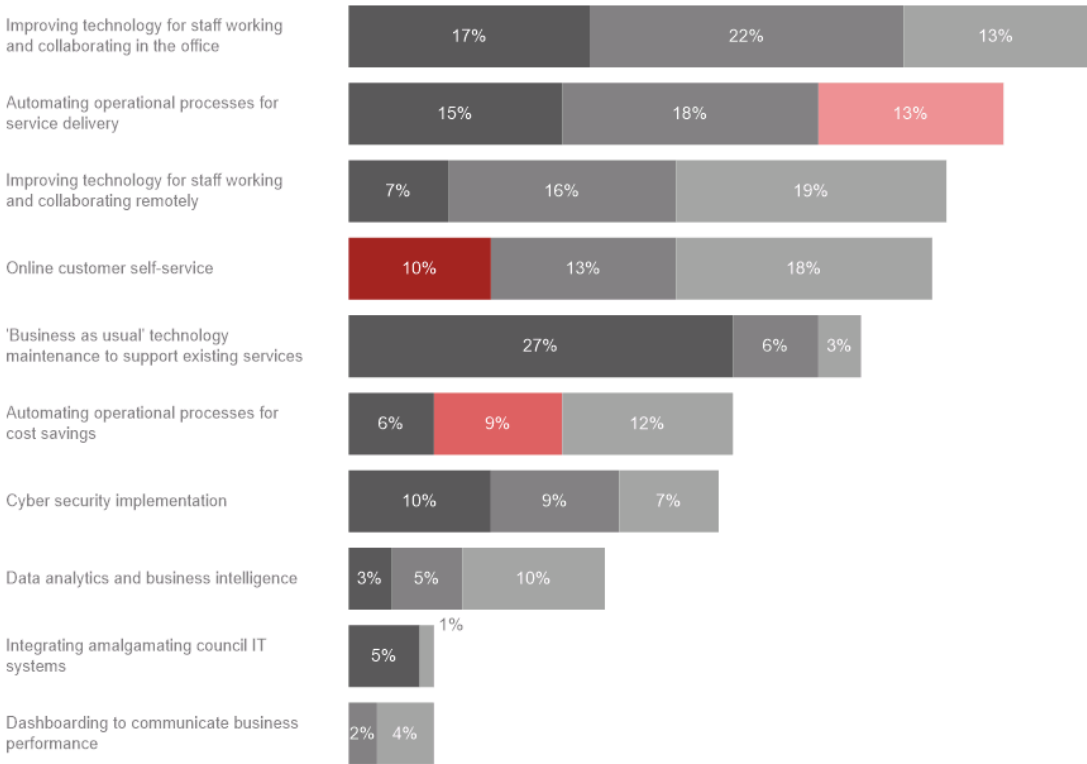
The overall top priority is improving technology to facilitate enhanced staff working and team collaboration in the office (52% ranked this among their top three priorities). This indicates that councils are acknowledging the benefits of employee collaboration through the use of improved technology.

A focus on efficiency puts automating internal operational processes for enhanced service delivery as the overall second priority (46%) and the overall third priority is improving technology to enhance staff working remotely (42%). Online customer self-service is also deemed important by councils, with 41% ranking this as one of their top three IT priorities.

Key considerations:

- Has your council seriously considered the trade-offs to maintaining sub-standard systems versus investing in digital transformation?
- Have you considered the benefits and costs and the associated impact on both the council and the community?
- How are you prioritising this important area of focus and ensuring it remains central to all decision making across the council?

Figure 3.8: What are your top three IT priorities over the next three years?



n = 136

1 2 3 Survey population priorities
1 2 3 Shire of Mundaring

Managing your IT projects

Top IT priorities by council jurisdiction

The below infographic shows the top three overall IT priorities by council jurisdiction. Councils can compare and contrast to better understand the importance placed on the selection of IT priorities, across the different jurisdictions.

'Business as usual' technology maintenance remains in overall fifth place, however, more councils ranked this as their first priority (27%) than any other IT priority. Interestingly, this is especially apparent in WA councils; 42% ranked this as their first priority.

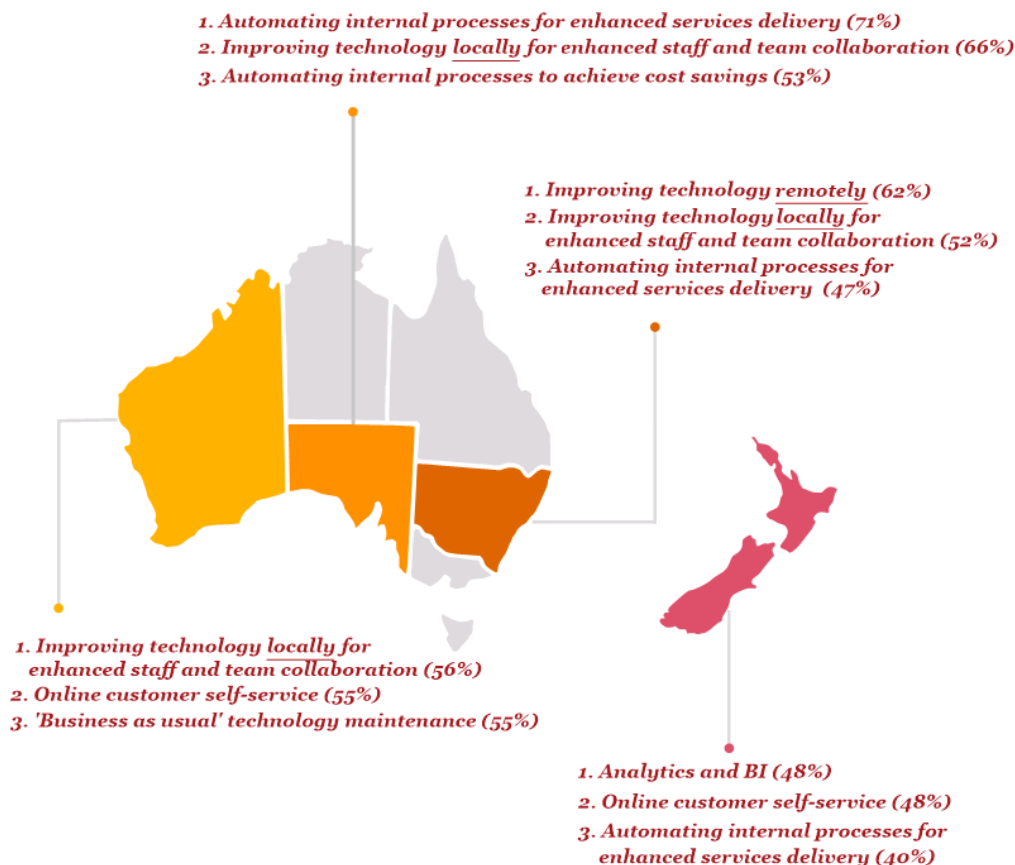
This highlights the ongoing challenge of councils maintaining aging systems to keep them operating reliably while also facing the pressure to deliver new-generation technologies. It suggests councils are challenged with how to take the next step forward; often legacy systems are customised so upgrading can be difficult and expensive.

Of particular interest, is the increased focus on data analytics and business intelligence (BI), with 18% of councils ranking this in their top three priorities, compared to only 9% a year ago.

This is a result of 48% of NZ councils ranking data analytics and BI in their top three priorities (up from 20% in the prior year). Currently, just 6% of WA, 8% of NSW, and 24% of SA councils are focusing on this important area.

With the growing availability of powerful technology tools, councils must keep up in terms of having the right people to be able to generate this information and create meaningful insights and initiatives for measurement and improvements.

Top IT priorities by council jurisdiction



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Case study: Digital Innovation

Business Analytics

City of Joondalup, Western Australia

Over the years, the City had identified business analytics as the most effective way to objectively highlight potential links across the business. We recognised and identified an opportunity to improve the agility of the organisation to proactively manage service delivery as opposed to reactive management. Additionally, we wanted to start monitoring our project benefits and organisation efficiency within the City to ensure we are tracking well. We also needed a way to better manage staff availability according to the business demands.

Implementation

The City is now using data analysis and data reporting for programs such as Service Efficiency and Effectiveness Reviews. We partnered with Telstra to use smart technology to drive service delivery at a nominated park to identify when bins were nearing capacity. We have also used some data visualisation tools such as PowerBI to develop ongoing and real-time service delivery dashboards. These business analytics are now being used in areas such as internal audit, business performance, performance reviews, and operational service delivery. We have also used a lot of the measured metrics from the Performance Excellence Program to help guide areas of business analytics that we should be measuring over time.

Challenges

Our challenge to our users was to really have them get comfortable with the data and to develop data fluency within the organisation. It is key to standardise and agree on business rules and definitions and to understand the relationships between different systems and interpretations. Finally, we had to create and encourage a data-driven culture within our organisation.

Benefits

We have seen numerous improvements across the business as a result of the implementation of these initiatives. We have seen improved response times due to the availability of real time data for decision makers. To easily and quickly drill down and access the data dashboard on a range of devices at any time has facilitated this. In addition, we have improved financial forecasting of labour costs through the analytics. Business users who range from the City's CEO to managers are able to make better, more informed data based decisions on everyday questions. It has really helped in providing insight to the internal audit program to drive areas of review as well. All these in turn have translated to benefits felt by our community as the City can respond to the needs in a more timely and informed manner.



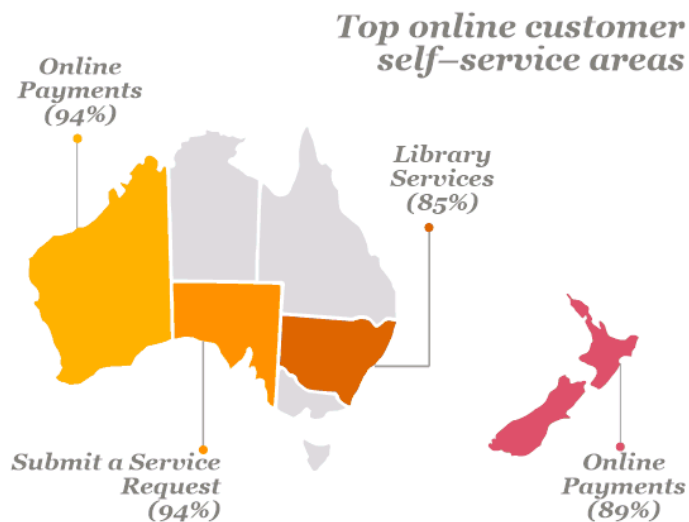
Customer service scorecard

Automating the customer experience

As organisations such as banks and retailers introduce more online and self-service options, customer service expectations are shifting for local government organisations as well. Customers are expecting more flexible, easily accessible and convenient interactions and experiences with their council. The customer service function is often the first interaction residents and businesses are exposed to, whether it be via the website, phone or face-to-face.

Embracing new technology can enable customer service enquiries to be dealt with more quickly, and at a time convenient to the resident or business. This can help to alleviate resourcing pressures and associated cost pressures often faced by customer service departments, and can also provide an enhanced service experience to many members of the community.

Automating the customer experience will benefit most, however, councils do need to consider accessibility requirements. After a new digital way of engaging is implemented, councils may still find they have to operate with the old way for a period of time (paper forms, in person counter service) to make sure that everyone can access their services.



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Customer service scorecard**Automating the customer experience (continued)**

While there are some differences in jurisdictions, the general trend is towards more and more online service delivery and access to customer self-service. Compared to the prior year, more councils are now offering online library services (80%, up from 76%), online payments (79%, up from 78%) and online submission of a service request (68%, up from 64%).

Given 85% of NSW and 82% of SA councils are offering online library services, this is a good opportunity for some NZ and WA councils to further explore how to move to a more digital

approach to borrowing and renewing library books; 26% of both NZ and WA councils do not offer this service.

Across the survey population, the largest shift comes from 43% of councils offering residents the ability to submit applications online, up from just 32% in the prior year. Online application tracking is prevalent amongst NSW councils (75%), compared to 22% of NZ, 29% of SA and 32% of WA councils. Interestingly, however, the ability to submit an application in NSW councils is low (30%), compared to 61% of WA and 59% of NZ councils.

An immediate opportunity exists in NSW councils to offer their customers the ability to make online payments, with just 67% of NSW councils offering this service, compared to 94% of WA, 89% of NZ and 82% of SA councils offering this huge time-saving service for residents and businesses.

Finally, SA councils have opportunities to explore online property enquiries (12%), compared to 67% of NZ councils and around 35% of both NSW and WA councils.

Figure 3.9: Percentage of councils offering online customer self-service



Customer service scorecard

Servicing the community

This year we observe a continuation of the downward trend in the median number of customer service full-time equivalent staff members (FTEs) per 10,000 residents across the council population. Overall, in FY17 we see a median of 2.3 customer service FTEs per 10,000 residents, compared to a median of 2.4 in FY16 (and 2.6 in FY15).

Geographically, it is interesting to note that both SA and WA councils have the lowest median customer service FTEs per 10,000 residents, with 1.7. This median result shifts to 2.4 in NSW councils (down from 2.7 in the prior year) and 2.5 in NZ councils (down from 3.0 last year).

In small councils, we see a relationship between a high median of 5.4 customer service FTEs per 10,000 residents and a lower uptake of online self-service offerings. That being said, we do continue to see a downward trend in small councils, with the median customer service FTEs per 10,000 residents falling from 7.6 in FY14 to 5.4 in FY17. However, in comparison to large councils, with a median of 1.2 customer service FTEs per 10,000 residents and medium-sized councils with a median of 2.4, the greater opportunities exist in small councils for further automation and online facilities.

Opportunities continue to exist in small councils for online application tracking (19%) and online payments (43%), compared to 50% and 83% of medium-sized councils offering online application tracking and online payments respectively.

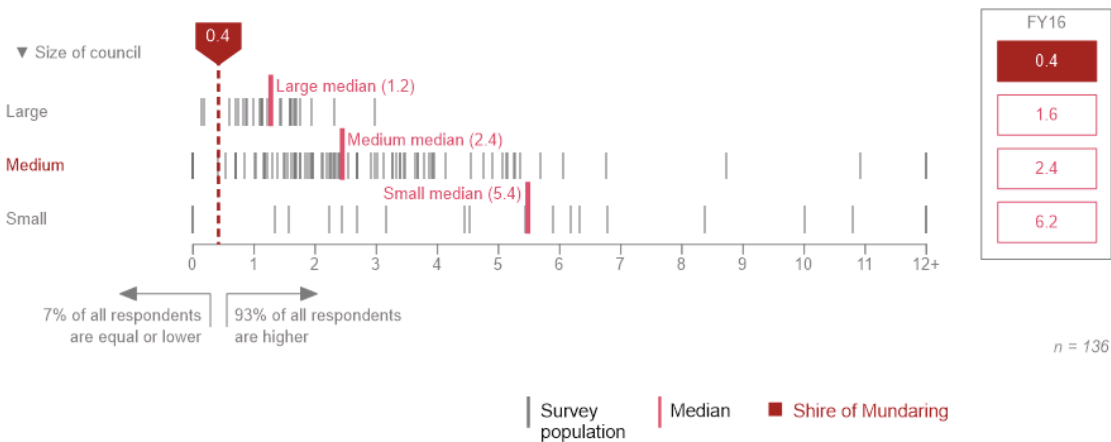
Another area to explore is the sharing of services such as the customer service call centre, along with creating desirable self-service options for the community. Further in this section, we explore the proportion of councils outsourcing or sharing different corporate service areas, and our survey shows that only 14% of small councils operate an outsourced or shared customer service call centre, compared to 56% of large and 43% of medium-sized councils.

It is understood that access to reliable, fast internet is a critical success factor to making these shared arrangements work. However, as high-speed network access continues to improve in rural and remote areas, there will be more opportunities to bring different ways of serving the community. It is likely there are models where shared services can be possible both to enhance the customer experience and reduce costs.

Key considerations:

- Are you keeping up with customer expectations by providing access to information and certain services at anytime?
- Do you know where the pain points are in the corporate service functions that could benefit from automation streamlining?
- Have you comprehensively reviewed your corporate services processes via formalised service reviews?
- Are you exploring new ways to engage and interact with your customers via online self-service options?
- Are your staff encouraged to innovate and seek out new ways to enhance the customer service experience?
- Have you explored doing things differently either by sharing the customer service call centre with nearby councils or regionally?
- Do you understand your changing customer profile mix and how they would prefer to interact with your council in the future?

Figure 3.10: Customer service full-time equivalents per 10,000 residents



Operations

Looking at different ways to deliver corporate services**Outsourcing or sharing corporate services**

There are a variety of ways to deliver corporate services; outsourcing or sharing corporate services is one way to potentially optimise operational effectiveness. In building a sustainable operating model, any form of outsourcing or sharing should aim to support councils to achieve high quality service levels and build better resilience into the service, via increased efficiencies, delivery of better value directly to users and ultimately generate cost savings that can in turn be invested into other services, new initiatives and building of enhanced skill capability among staff members.

Our findings show that the top two corporate service areas that are either outsourced or shared remain consistent with last year, with legal (90% of councils) and IT hosting and support of systems (69%). In third place, a new corporate service area included in the FY17 survey, recruitment (44%), followed closely by customer service call centre (41%) and procurement (40% of councils respectively).

More councils are now opting to outsource or share IT hosting and support of systems, with 69% of councils employing this delivery model, compared to 62% last year. This increase is most prevalent in NSW councils (64%, up from 56% in the prior year) and NZ councils (89%, up from 70%).

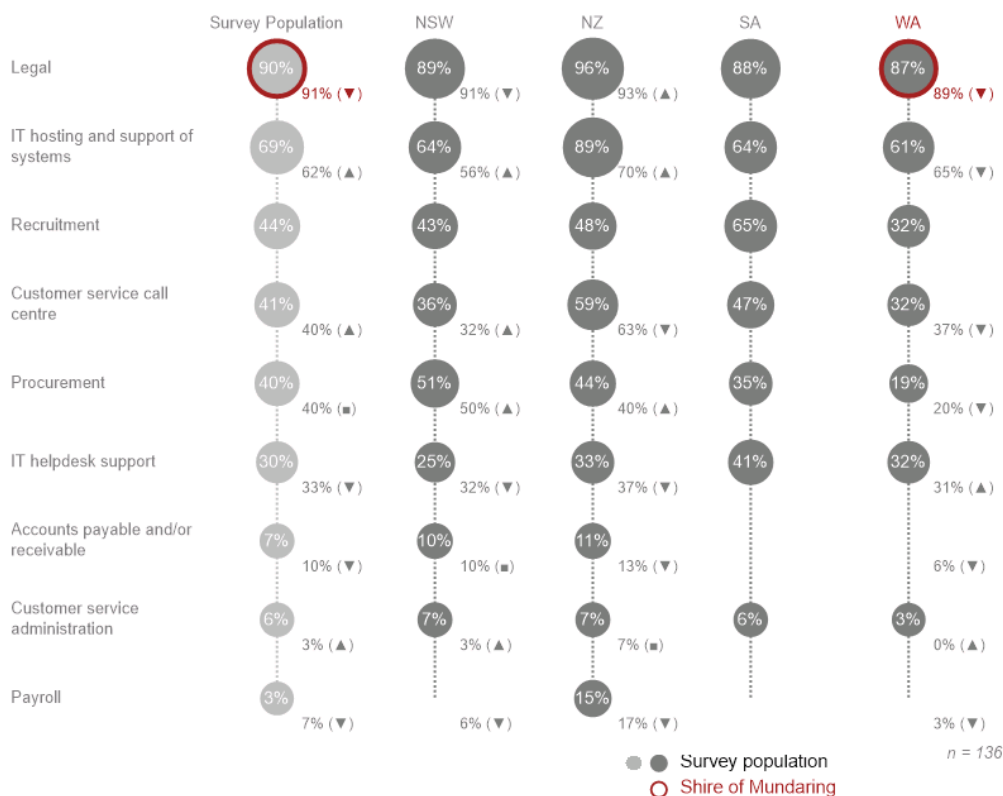
The outsourcing or sharing of the IT helpdesk is not as widespread, with just 30% of councils delivering support in this way. When it comes to size of council and future plans for outsourcing or sharing of the IT helpdesk, it is interesting to note that small councils have no plans to outsource or share this area in the next two years, compared to 19% of large and 8% of medium-sized councils.

With the expanding focus on IT capabilities and initiatives, councils should be cognisant of the growing demand for IT support and the specialist skills required. If existing staff do not have the skills to support the next generation of software and tools then this could create

bottlenecks and hold councils back from enhanced service delivery, if not addressed.

Key considerations:

- Have you critically evaluated your current model for delivering your transaction-based services?
- Have you explored the possibility of sharing services with nearby councils especially for a geographic specific activity?
- Are you getting the most from your current resources or could you vary the way services are delivered to create more time for value-adding activities from your existing staff capacity?

Figure 3.11: Percentage of councils outsourcing or sharing corporate service areas

Looking at different ways to deliver corporate services

Outsourcing versus shared services

The key objective of sharing services is to provide enhanced service delivery and customer experience. The focus is to obtain economies of scale and centres of excellence by standardising, re-engineering and consolidating processes; thereby allowing councils to use information more effectively.

The option to outsource services is useful when the service is better able to be delivered by another party. This will mean providing a viable option enabling councils to access best in breed services. It can also allow councils to then focus on their core strengths. However, to be successful, councils need to identify and address cultural barriers that may impede the success of these strategies.

It is also crucial to establish a clear vision and formal service-level agreements between councils and service providers. Where feasible, councils should continue to consider the benefits of sharing resources in regional areas especially with the growing network of regional clusters; this creates a consistent regional approach on important matters for employees and/or residents.

Taking a closer look at the outsourced or shared corporate areas shows that legal services continues to be primarily outsourced with 84% of councils choosing this option, while 6% elect to share this service.

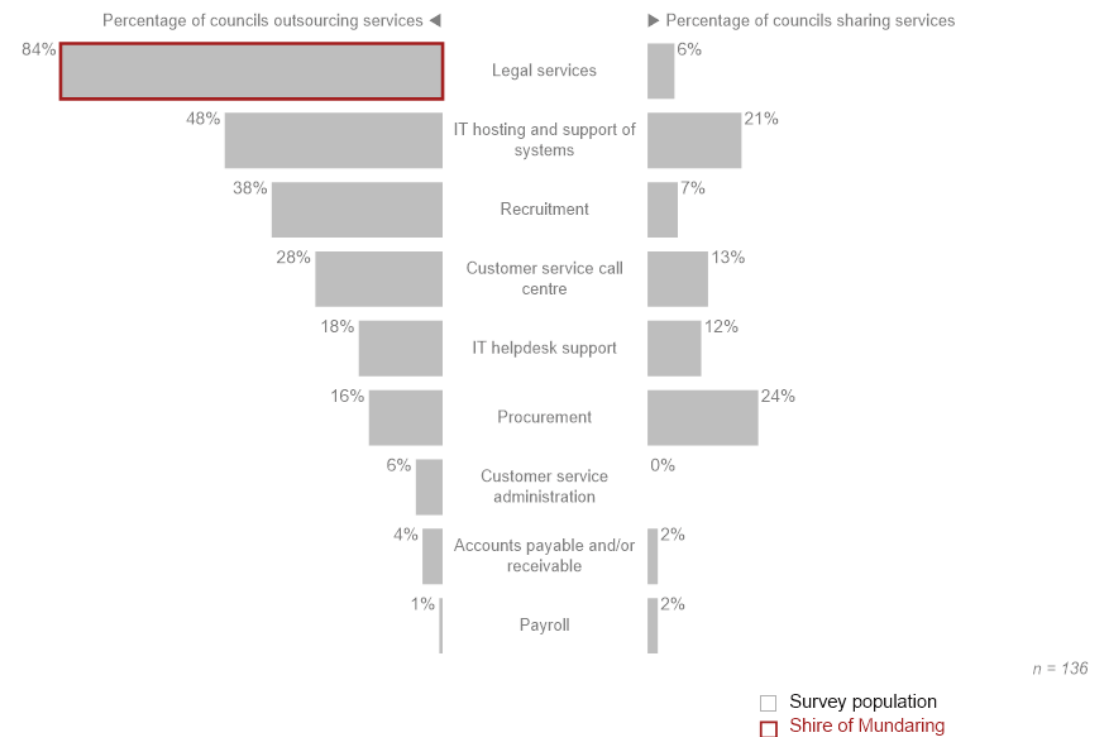
IT hosting and support of systems is 2.3 times as likely to be outsourced (48%), compared to 21% of councils sharing this service. On the flipside, we note that sharing procurement with other councils is more prevalent than outsourcing; 24% of council share procurement, while 16% outsource this service.

We acknowledge that councils differ in their approach to how they deliver corporate services, and there may be good reasons to keep service delivery in house. However, there are areas of operations that are more transactional in nature that may benefit from a collective delivery model across councils.

One example is payroll. According to the 2017 payroll benchmarking survey conducted by the Australian Payroll Association,⁶ where over 2,000 Australian organisations were surveyed, the payroll function is outsourced in 21% of the surveyed organisations.

In comparison, our findings show that NSW, WA and SA councils do not outsource or share the payroll function. However, of the 27 NZ councils surveyed, three councils do share the payroll function and one council outsources. Due to the transactional nature of the payroll function, the potential for either sharing or outsourcing this service is applicable to all councils.

Figure 3.12: Outsourcing versus sharing of corporate service areas



6 Australian Payroll Association, 2017, Payroll Benchmarking Survey.

Operations

Looking at different ways to deliver corporate services**The future of outsourcing or sharing corporate services**

In our final analysis of outsourcing or sharing of corporate services, we compare the percentage of councils that currently outsource or share corporate services to those that have plans to adjust the way they deliver corporate services.

Across all councils we continue to see limited demand for altering the way corporate services are delivered.

This is especially prevalent in areas like payroll and finance accounts payable/receivable, which actually have good track records for being delivered as an outsourced or a shared service function due to their transactional nature, with only 7% of councils in payroll and 5% in finance considering a move towards outsourcing or sharing in the next two years.

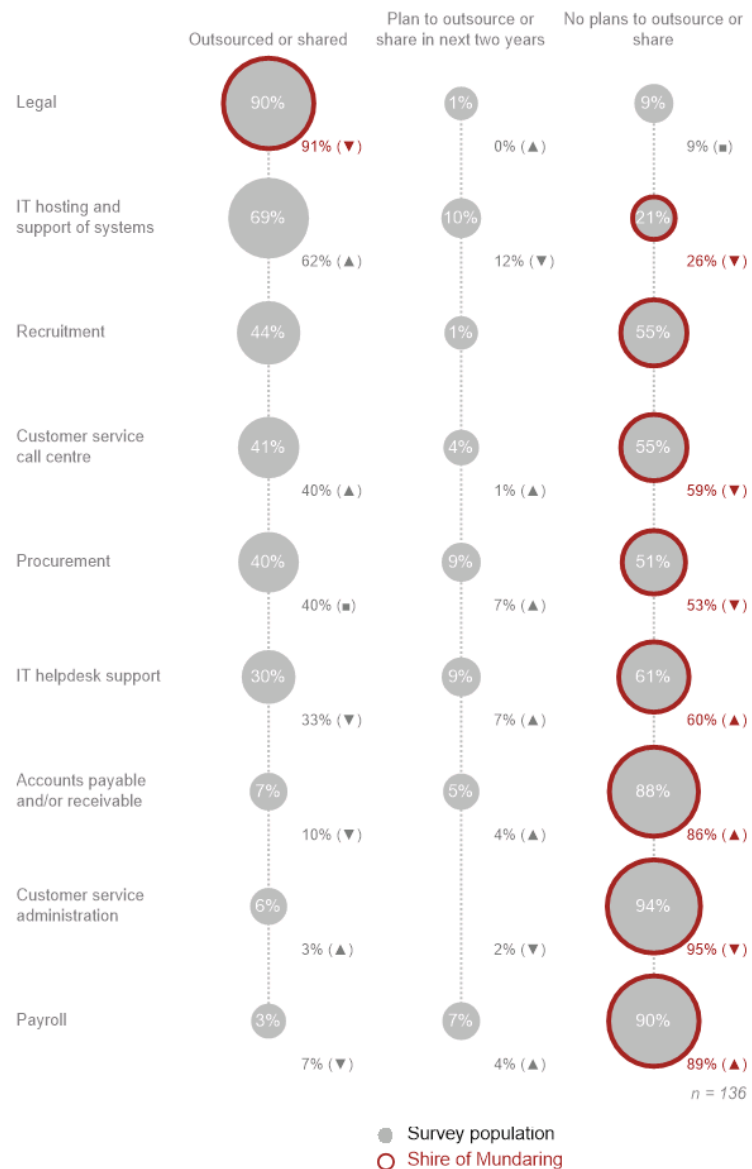
When looking at the future plans for the payroll function, we see some interest in altering the delivery model; 11% of NZ, 6% of both SA and WA, and 5% of NSW councils.

We continue to observe just over half of the surveyed NSW councils outsourcing or sharing the procurement function, compared to 44% of NZ, 35% of SA, and 19% of WA councils. SA councils show the most interest in altering the procurement delivery model, with 18% planning to outsource or share in the next two years, falling to just 3% of WA councils.

Overall, councils are more interested in the outsourcing or sharing of IT hosting (10% of all councils) and IT helpdesk support (9%) over the next two years. NZ councils (15%) are most interested in altering the delivery of the IT helpdesk, while NSW (10%) and SA (12%) councils are focused on IT hosting outsourcing or sharing. We see 16% of WA councils planning to outsource or share IT hosting and the same proportion planning to do the same with the IT helpdesk over the next two years.

The opportunity exists for more collaboration with nearby councils by investigating how corporate services may be shared with each other, or outsourced to service providers with specific expertise.

Figure 3.13: Current and future outsourcing or sharing of corporate service areas



Case study: Digital Innovation

Living Labs

Wellington City Council, New Zealand

Wellington is New Zealand's foremost "smart city", deploying a wide range of technologies to help us achieve the strategic outcomes for our city. A key driver for developing this capability is growing our community resilience and ensuring we have successful street environments, now and into the future.

To achieve Wellington's strategic goals we set out with an aim to understand how the city, its people and organisations function and interact when it comes to achieving the high quality of life for which Wellington is known. This took the form of a series of workshops attended by over 100 people from different agencies, emergency services, health providers and communities to learn how we see the city, how we interact in solving problems, and where the common goals and operational interactions lay. Based on those meetings, we partnered with NEC (NZ's smart cities business) to help determine how Smart City Technology could help us measure, understand and/or collaborate to produce better services and solutions to problems.

Implementation

Wellington's Smart City is unusual in its very strong socially driven implementation lead by Jenny Rains, from Council's Community Services Business Unit. By partnering operational staff with technologists, Community Services have been able to digitise reporting from Council's Local Host teams (local hosts are city ambassadors assisting retailers and tourists, reporting damage to council assets and working with vulnerable people in the street). This reporting has been able to make the hosts more effective day to day and inform strategic decisions around liquor licensing, urban design and council policy. This view has been extended to bring in information from council's other points of contact with the public, including from our call centre, field workers and citizen reports. This view of the street has been augmented by the use of sensors and machine learning layers measuring patterns of behaviour such as begging, breaking glass, aggression and pedestrian flows.

Benefits

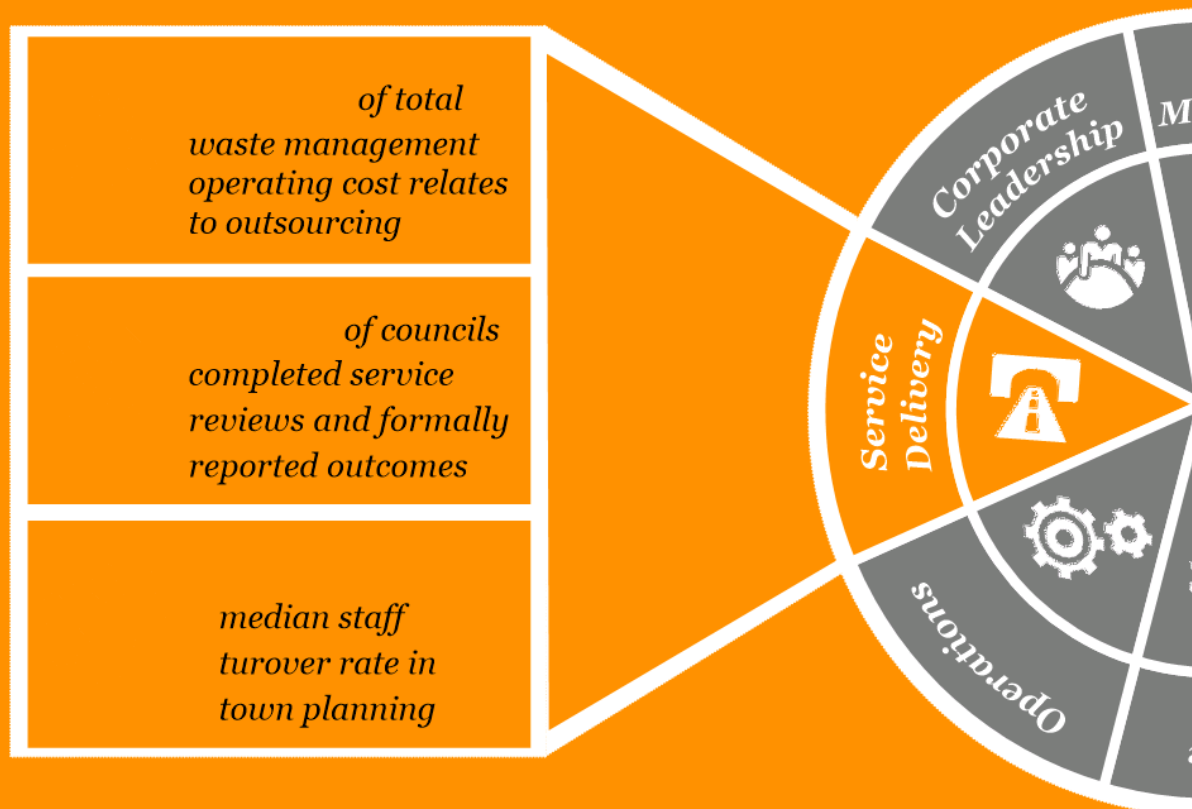
The data delivered by these systems has been used to provide greater insights into our street environments. This has assisted more effective event planning, social service delivery, liquor licensing processes and urban design responses. The unified view and common city platforms have also allowed agencies, such as the health board, police and other services to contribute data and gain common insights – this means that we can work together more effectively to deliver results and address situations earlier. This common information has also been able to be used with other Smart City projects such as pedestrian flows and the Virtual Reality Digital City Model to better engage on issues and generate deeper understanding.

Challenges

Wellington has pioneered the use of many of these technologies in city making in this part of the world, and this has meant taking an approach of developing a privacy by design methodology and exploring the closed, shared and open model of data in government. There have been further challenges with the speed that technologies develop and when to invest, many of which have been ameliorated by the use of open source software layers, a modular approach and our partnership approach.



Service Delivery





















Industry Snapshot

Top Services



Councils provided information about their operating expenses for the services they deliver. Below are the top six services by the average operating cost per resident.

		Number of councils*	Average operating expense per resident*	Range of operating expense per resident^
	Governance & Administration**	 132 councils	 A\$292	A\$138 - \$700
	Roads & Bridges	 125 councils	 A\$261	A\$76 - \$1130
	Water	 62 councils	 A\$204	A\$6 - \$439
	Sewerage	 63 councils	 A\$184	A\$31 - \$308
	Solid Waste Management	 121 councils	 A\$127	A\$56 - \$238
	Other transport infrastructure	 84 councils	 A\$97	A\$1 - \$209

* where service is provided

^ middle 80% of councils by operating expense per resident



















** Governance & Administration operating expenses are a combination of Customer Service, Finance, Information Technology, Human Resources, merger transition and other governance and administration costs

Jurisdiction Snapshot

WA Top Services



Councils provided information about their operating expenses for the services they deliver. Below are the top six services in WA by the median operating cost per resident.

		Number of councils*	Average operating expense per resident*	Range of operating expense per resident^
	Governance & Administration**	 30 councils	 A\$246	A\$144 - \$824
	Roads & Bridges	 29 councils	 A\$197	A\$130 - \$669
	Solid Waste Management	 29 councils	 A\$140	A\$79 - \$227
	Parks & Reserves	 30 councils	 A\$121	A\$80 - \$411
	Sporting Grounds and Venues	 27 councils	 A\$84	A\$34 - \$247
	Other transport infrastructure	 19 councils	 A\$70	A\$0 - \$63

* where service is provided

^ middle 80% of councils by operating expense per resident

** Governance & Administration operating expenses are a combination of Customer Service, Finance, Information Technology, Human Resources, merger transition and other governance and administration costs

Overview

Introduction

Each council delivers a range of services to meet the unique needs of its community. In a sense, each council is therefore unique, because no two councils deliver the exact same set of services, and each council serves a community comprising of different people with different needs. This fundamental feature of local government makes comparisons challenging for many important issues.

Rather than attempting to compare councils overall, this section of the report aims to look at councils from the viewpoint of the services that are being delivered, and the resources that go into delivering those services. Workforce costs remain a major controllable component of total council expenditure (median of 35% of total costs), and so the core of this analysis is to use workforce data as a key to unlocking insights about service delivery.

Councils are constantly balancing various tensions in the investments made in the workforce. Firstly, there is the tension between the need for resourcing in direct service delivery, and resourcing in the support of central administration functions. Secondly, there is the challenge of optimising the skilled support in management layers with the right number of resources in direct service delivery. And of course it is not necessarily only the current resourcing, but also the future resourcing needs of the council, that matter.

This section of the report provides you with information about how some of these challenges and tensions are being resolved by peer organisations. The allocation of resources within service areas, as well as overall, is one of the most important areas of management, given the competitive pressures on skills, capacity and increased community demands.

Understanding the relative size and shape of your various services, in terms of workforce and cost, is important, and this program enables our participating councils to see relevant comparisons of their service delivery profile, compared to other councils' profiles.

This section will benefit councils by providing a better understanding of:

- the profile and scope of services delivered by councils
- the way services are delivered (outsourced vs insourced) across councils;
- the associated costs in delivering these services; and
- the workforce make-up within various services delivered by your council.

We continue to learn from our participating councils and have made enhancements throughout this section. We can see that councils are improving their attribution of costs and resources across services, and we expect participating councils to further refine and improve their data submission accuracy during the next data collection round.

Methodology

Participating councils map their council cost centres to a defined set of 32 service areas. As each employee is allocated to one or more of the council's cost centres (via their FTE status), this enables each employee to be allocated to one or more of the defined service areas.

Using the list of mapped service areas, participating councils then compile the specified financial data. The participating councils allocate the FY17 cost to their mapped service areas across four sub-categories of expenses: outsourced contract cost (if any); insourced staff remuneration; depreciation expenses; and insourced other expenses.

Our practical approach is to focus on the linking of the direct workforce to each service, without allocating overhead costs to any service areas. As a result, there is a service area called 'Governance and Administration' that captures all overhead costs and resources i.e. non direct workforce service costs. While 'Governance and Administration' is not technically a service area, the total cost of this area is a useful component for comparison purposes, so we have treated it as a standalone area.

Service Delivery

Overview

Understanding this section

Each participating council will have the ability to view a variety of metrics for their top five service areas (displayed in red) either ranked by service cost or service FTE (this is noted on each chart). In addition to the top five services, we profile the 'governance and administration' area.

We have adjusted for the different scope of services a council provides, which means participating councils will compare their metrics by service area to other councils that also provide those same services. The number of councils that provided data for each of the service areas is shown on each chart as well as at the end of this section.

To assist participating councils with more valuable comparisons to the overall industry, we show these councils what the survey population result would look like if it was the same size as their council. Therefore participating councils will now see relevant metrics for cost or FTE for their resident population, and the survey population result will be adjusted to reflect the total cost or FTE for your resident population.

When calculating FTE and headcount, we have used the closing balance at 30 June 2017 for fixed term and permanent staff. Given the seasonal nature of some casual employees in local government, we have analysed casual staff employed across the year and then included a casual FTE component based on casual hours worked throughout the year in the relevant service areas.

If councils did not provide service delivery cost or FTE data, they will see the results for the survey population's top five service areas plus 'governance and administration'. However, as no data was collected from this group of councils, the red indicator will be missing.



Delivering council services - cost and resourcing

Service delivery operating costs and FTE breakdown

In Figure 4.1, we have shown your council's top five services, ranked by total service cost, as well as an additional category, called Governance and Administration. The remaining services are consolidated into 'Other'.

Based on the data submitted, you will see your total cost and total full time equivalent staff (FTE) during the 2016–17 financial year, across your featured service areas.

The survey population, by service area, is represented by other participating councils that also provide the same service.

For example, a council may have 50,000 residents and spend \$10.0m on solid waste management (equating to \$200 per resident). The remodelled survey population result, using the total cost from the councils that also provide solid waste management, may result in an equivalent cost per resident of \$220, which equates to \$11m for all 50,000 residents.

This means the council in focus is spending less than the survey population to deliver this service to its 50,000 residents - the question then becomes how? Is it due to the way the service is delivered or the nature of the service provided? Is it due to a lower number of employed FTE? Is the mix of staff different? Have procurement agreements been negotiated recently for a better price and volume of materials? Some of these questions may be answered further in this section.

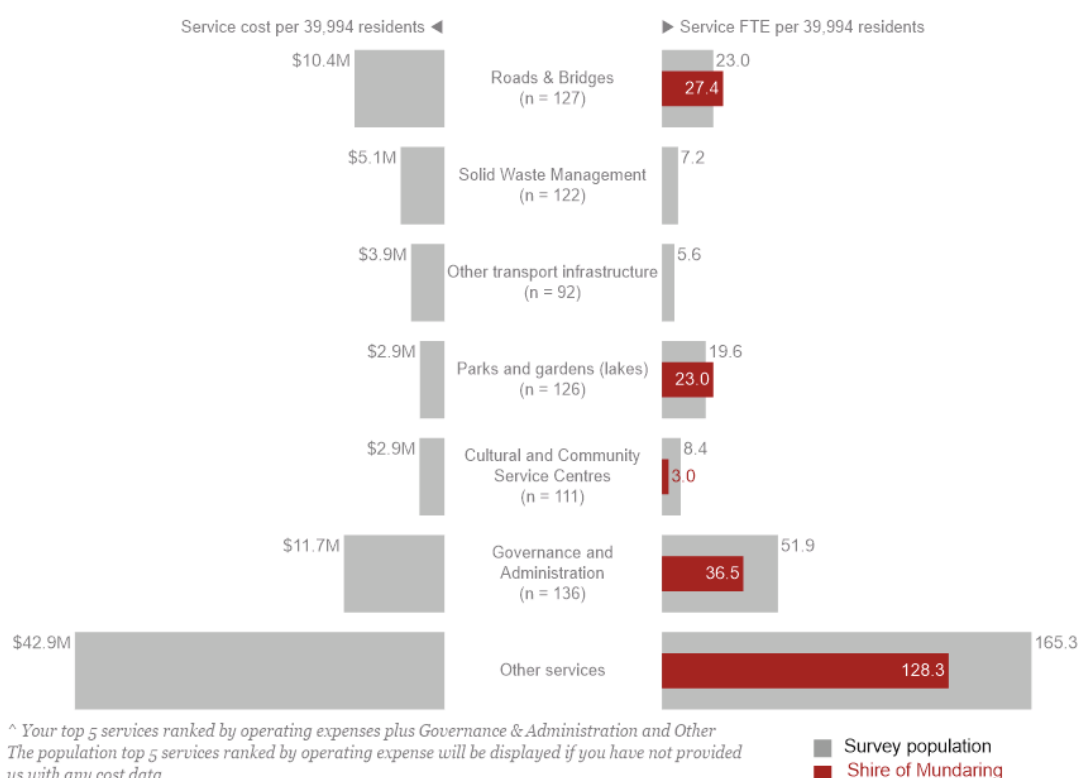
Definition

FTE: Total number of full time equivalent employees at 30 June 2017, including a casual FTE component based on casual hours worked throughout the years.

If your council did not provide the service delivery cost breakdown, we have shown the survey population's top five services, ranked by total service cost, as well as governance and administration. The remaining services are consolidated into 'Other'. These councils will still see these figures adjusted to their number of residents.

For easy comparisons, we have remodelled the survey population result to represent the same size as your council. This means you can observe and compare the average equivalent resources (cost and FTE) of the survey population for each service area, as if this survey population had the same number of residents as your council.

Figure 4.1: FY17 operating expenses (A\$) and FTE by service[^]



Service Delivery

Method of delivering council services**Insourcing and outsourcing**

On this page, we have shown the extent of current insourcing and outsourcing by service area. We have calculated the total insourced expenses as a percentage of total service area operating expenses, and likewise for the outsourced contract value expense for each service area (if any).

We show each council their top five services (ranked by service operating expense) as well as governance and administration. Councils that did not provide service delivery cost breakdown will see the population's top five service areas (also ranked by service operating expense) across the survey population.

Our overall findings show that during the 2016–17 financial year, solid waste management is the top service area where a substantial component of this service uses an outsourced model: 47% of the

total solid waste management operating expenses is represented by outsourced contract expenses.

This is followed by emergency services, fire levy and protection, with 36% outsourced contract value and then in equal third place, other transport infrastructure and camping areas and caravan parks, with 34% of the total service area expenses dedicated to outsourcing.

Looking across the council jurisdictions, we observe a greater extent of outsourcing of services by NZ councils; outsourcing expenses comprise 29% of total operating expenses. In comparison, SA councils spend 17%, WA 15% and NSW councils spend 14% of operating expenses on outsourced delivery.

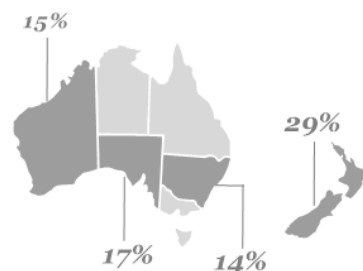
Outsourcing expenses as a percentage of total operating expenses

Figure 4.2: Council insourcing and outsourcing expense as a percentage of total operating expenses by service area[^]



[^] Your top 5 services ranked by operating expenses plus Governance & Administration

The population top 5 services ranked by operating expense will be displayed if you have not provided us with any cost data

• Insourced expenses are defined as "Insourced Total Remuneration" + "Depreciation" + "Insourced Other Expenses".

• Outsourced expenses are defined as "Outsourced Contract Value"

● Survey population
● Shire of Mundaring

Are you conducting regular service reviews?

Service area reviews

Service delivery reviews help councils clarify the needs of their communities, using an evidence-based approach to assess how efficiently and effectively the council is meeting those needs. Using this information, councils can determine any changes to make to service delivery in order to provide enhanced benefits to stakeholders within the constraints of financial sustainability.¹

Our results show that 58% of councils conducted at least one service review in the 2016-2017 financial year, compared to 60% in the prior year. There were 39% of councils that then went on to report the outcomes of the service reviews to senior management.

Due to the NSW Government requiring service reviews to be completed for amalgamating councils in the 2016-2017 financial year, we see an uplift in the percentage of NSW councils conducting service reviews, with over half of the NSW councils (52%), compared to 43% in the prior year, prioritising these strategic reviews.

In contrast, there was a decline in the proportion of WA councils (48%, down from 69% in the prior year) performing at least one service review in the past year.

Meanwhile, we continue to observe a high proportion of NZ councils seeing this as an important element in business operations, with 85% of NZ councils performing at least one service review in the past year.

While there is no prior year data for SA councils, we see over half (53%) having performed service reviews and 35% that formally reported their outcomes in FY17.

Service delivery reviews are an ongoing process to ensure council is delivering what the community needs in the best possible way, especially with changing community needs and emerging external factors - such as the need to respond to climate change.²

Figure 4.3: During FY17, did your council complete service reviews?



¹ Hunting, S.A., Ryan, R. & Robinson, T. P., 2014, Australian Centre of Excellence for Local Government, University of Technology, Sydney, 'Service delivery review: A how-to manual for local government', 2nd Edition

² Ibid

Service Delivery

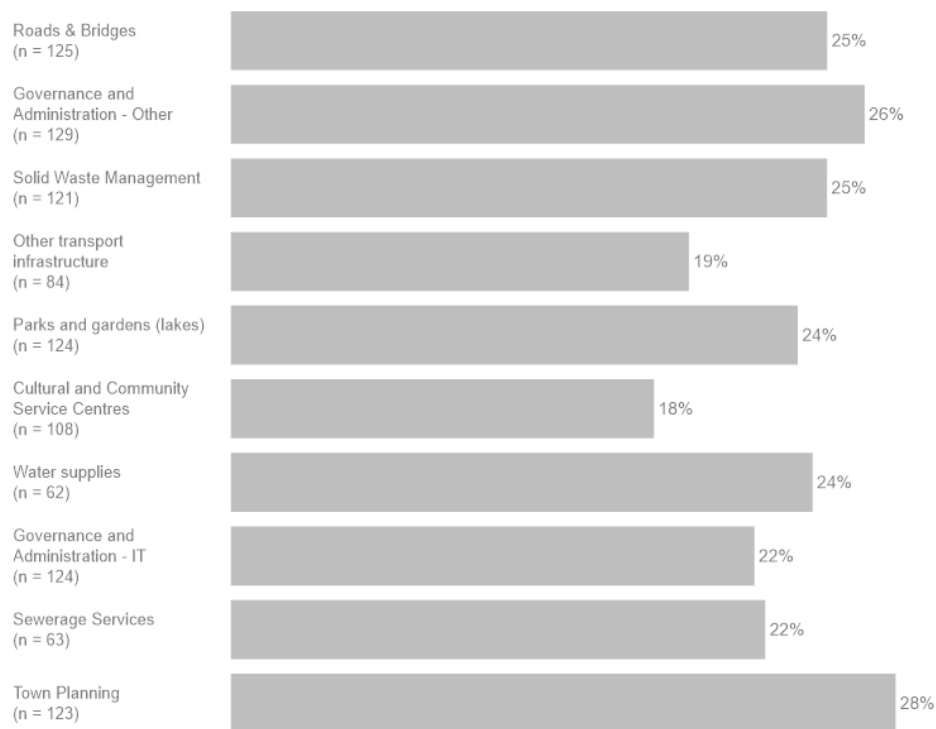
Which service areas are being reviewed?**Service area reviews**

In our survey, councils were asked to indicate whether a service review was performed across the council's range of service offerings.

In the chart below, we show each council their top 10 service areas using reported operating expenses as an indicator. We then highlight in red if your council indicated that at least one service review was performed in the 2015-2016 financial year, across your top 10 service areas, compared to other councils that provide the particular service.

Councils that did not provide operating expenses by service area will see the survey population's top 10 service areas and the percentage of councils that performed service reviews (adjusted to represent a percentage based on councils that provide the particular service).

Figure 4.4: Percentage of councils performing service reviews[^]



[^] Your top 10 services ranked by operating expenses
The population top 5 services ranked by operating expense will be displayed if you have not provided us with any cost data

■ Survey population
■ Shire of Mundaring

Organisational design by service area

Span of control

In our workforce section of this report, we discuss the merits of structuring resourcing requirements with a focus on maintaining the optimal size of management. Across all council functions and activities, the overall median span of control for the survey population is 3.4 'other staff' per supervisor and above.

Looking at the three service areas with the highest proportion of overall FTE, we observe a narrow span of control in governance and administration, with a median of 2.8 other staff per supervisor and above, and in roads and bridges (3.0). Parks and gardens has a slightly higher span of control, with 3.8 which is likely to be driven by a workforce that is oriented towards frontline resources executing well defined duties.

It is important for councils to assess whether the current workforce structure in various service areas is ideal for their operations, and consider whether there are too many layers of management. The ideal span will be influenced by the nature of work involved. Important factors to consider are manager capability, the complexity of work in the various service areas, and whether the service area is outsourced (a lower span of control in the employed workforce is to be expected if delivery of the service has been outsourced).

To further explain span of control and enable councils to better understand how their staff level mix compares to other councils, we have displayed your council's closing full time equivalent staff level (FTEs) by supervisor level and above and staff below supervisor (across your top five service areas, if you provided FTE mapping) as well as governance and administration.

Definition

Span of control: Total number of employees (defined as other staff) per manager (defined as supervisors and above).

Councils with no span of control metric for a particular service may find this is due to an absence of staff above the supervisor level.

■ Survey population
■ Shire of Mundaring

Figure 4.5: Span of control median by service area[^]

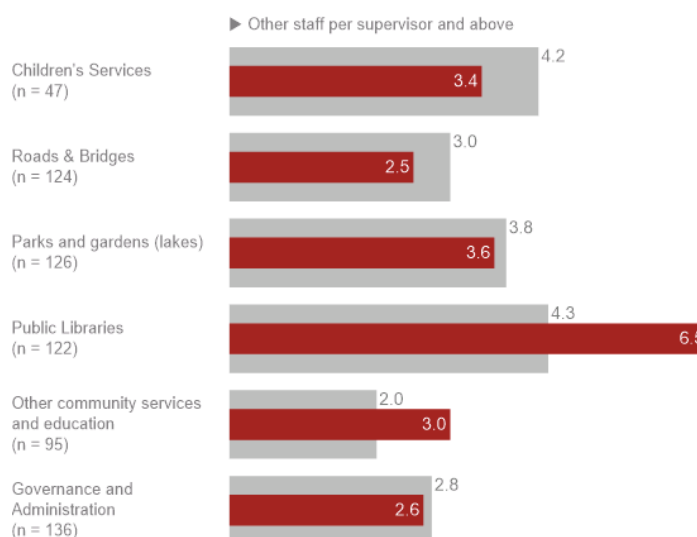
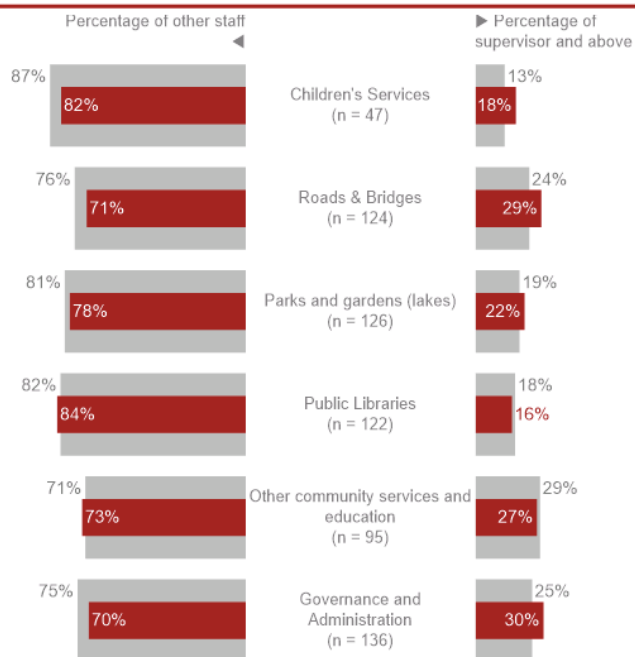


Figure 4.6: Closing full-time equivalents (FTEs) proportions by staff level[^]



[^] Your top 5 services ranked by FTE plus Governance & Administration
The population top 5 services ranked by FTE will be displayed if you have not provided us with any FTE data

Service Delivery

Talent management**Gender diversity and staff turnover**

Councils are now able to see the extent of gender balance within the various service areas. The extent of *gender-segregation* that remains in certain workforces reveals that many councils may have achieved overall gender balance within their workforce only as a result of the mix of services delivered, rather than because of any steps taken to dismantle traditional barriers to equity.

There are very low levels of female representation in traditionally male-dominated service areas, such as footpaths (7% females), street cleaning (7%), and roads and bridges (8%). Likewise, we observe female-dominated workforces in children services (95%), aged care (86%), and library services (83%).

The service area with a balanced gender ratio (when averaged across all councils that provided service area breakdown) is town planning. This is followed by camping areas and caravan parks, with 52% female representation.

In our workforce section, we have discussed the staff turnover rate in depth and have made note of the overall median turnover rate of 10.8% (excluding casuals fixed-term contract employees), across all service areas in the 2016–17 financial year.

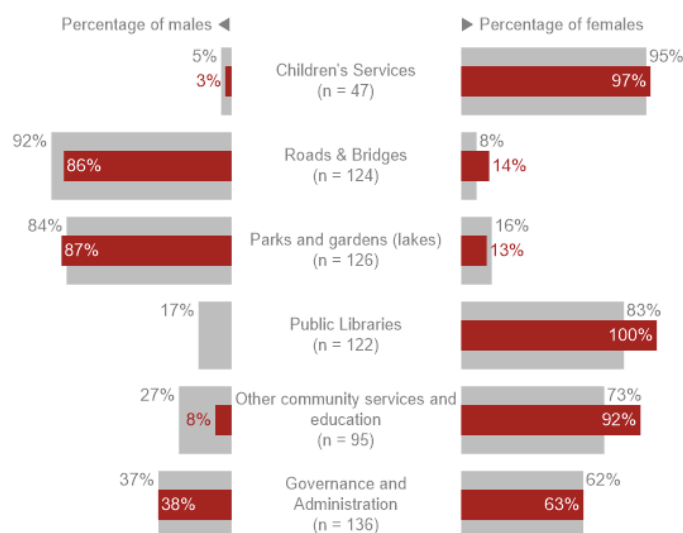
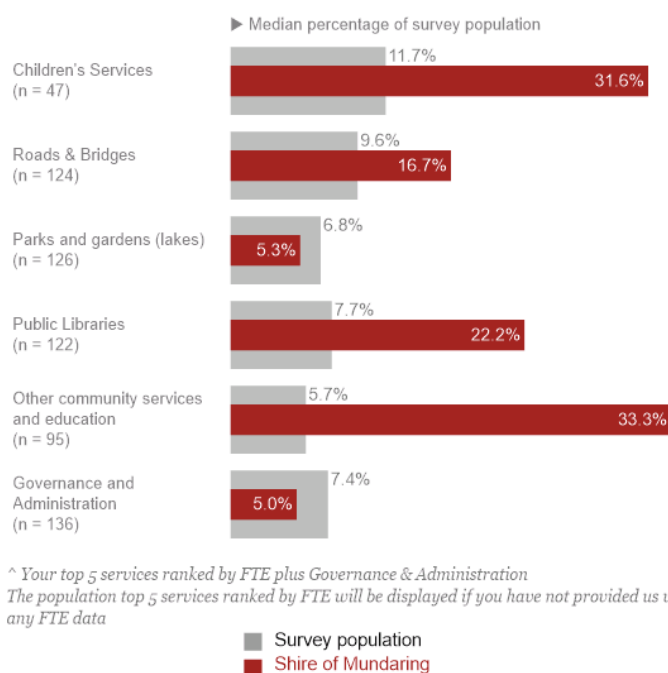
We can now provide councils with a better understanding of which service areas may be more prone to higher staff turnover levels, or alternatively service areas where the turnover rate is so low that it limits opportunities to promote key internal talent or hire employees with new or diverse skills.

Looking at the three service areas with the highest proportion of overall FTE, we observe minimal churn: a median staff turnover rate of 7.4% in governance and administration, 6.8% in parks and gardens, and 9.6% in roads and bridges.

Service areas that were more prone to staff turnover were agriculture (12.5% median staff turnover rate), town planning (12.4%), and children services (11.7%).

Definition

Staff turnover rate: Total number of leavers divided by the headcount at the start of the year (excluding casuals and fixed term contract employees).

Figure 4.7: Gender split by service area ^**Figure 4.8: Staff turnover rate median by service area ^**

Talent management

Generational diversity

In our workforce section (refer to Figure 1.35), we have discussed the fact that baby boomers still dominate the workforce at councils, comprising 39% of the workforce, followed by 34% Generation X and 27% Generation Y and younger.

We are now able to analyse the generational mix at a service level. Figure 4.9 highlights the top service areas ranked by FTE and their associated generational headcount mix. This will allow councils to quickly identify service areas requiring a focus on succession planning.

Our results show that the following four service areas (with a high proportion of overall FTE) face a high level of potential retirements in the next 10 years, given the dominance of the baby boomer cohort: roads and bridges (49%), libraries (48%), parks and gardens (41%), and governance and administration (36%).

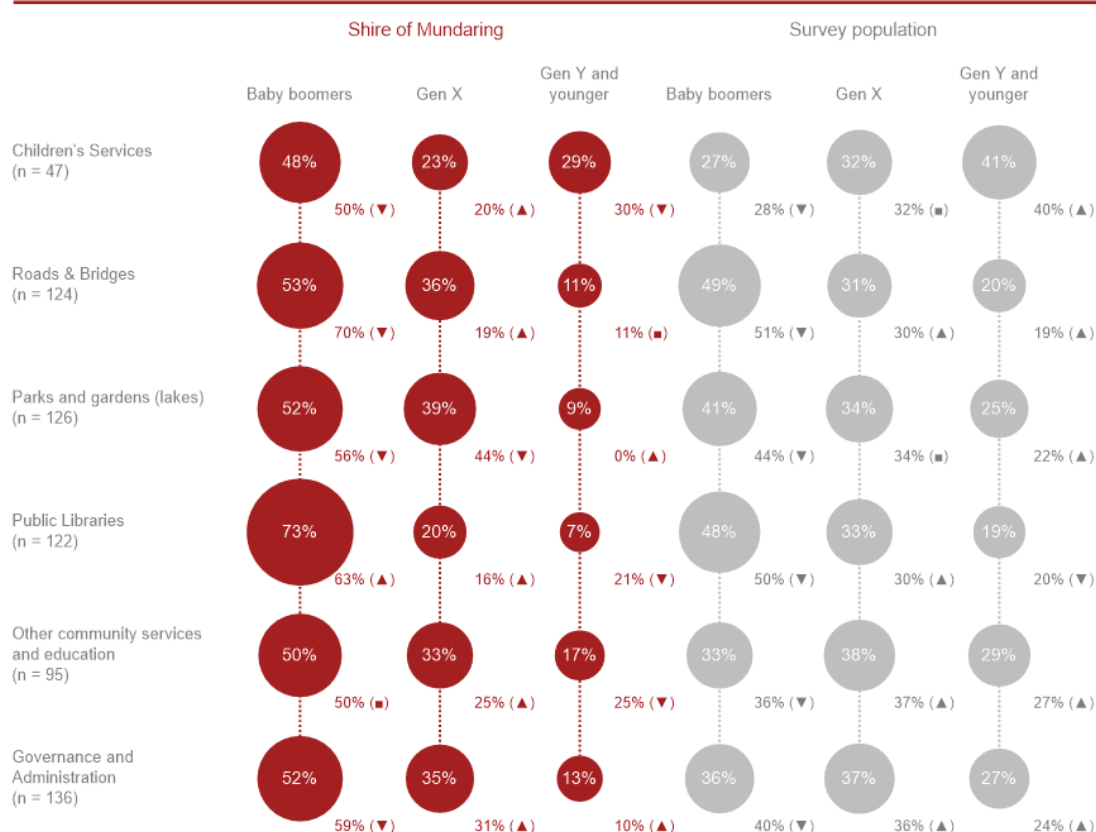
It is crucial for councils to review their generational profiling within these service areas, with a focus on establishing a succession planning program to minimise the risk of losing vital talent, local government expertise and leadership skills.

In addition, councils can be investigating flexible working options that allow for smoother transition from work to retirement. Councils may find that some service areas will require a mix of resourcing strategies, with a need to 'grow their own talent', job share, or consider outsourcing or sharing resources with nearby councils to supplement in-house resourcing.

Other service areas, albeit with a lower proportion of overall FTE, that may face resourcing challenges over the years are aged care (54% of baby boomers), street cleaning (53%) and solid waste management (48%). At the other end of the spectrum, we observe the following service areas with a higher proportion of Gen Y employees being beach control (63% Gen Y), pools (51%) and children services (41%).

It is important for councils to analyse their own workforce generational mix and start planning now for the future and wellbeing of their employees. We encourage councils to engage with existing employees in this planning process, and to utilise their extensive knowledge of their service area, as they are likely to have good innovative ideas about how to ensure a smooth transition process.

Figure 4.9: Generational mix by service area[^]



[^] Your top 5 services ranked by FTE plus Governance & Administration
The population top 5 services ranked by FTE will be displayed if you have not provided us with any FTE data

● Survey population
● Shire of Mundaring

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Service Delivery

Solid waste management deep dive

Workforce analysis

Councils can use this section of the report to further analyse and compare key workforce metrics across solid waste management (SWM).

We have classified councils as either 'outsourcing' or 'insourcing' SWM councils to assist with comparisons. If the council's SWM outsourced contract value was more than 25% of the total SWM cost then it was classified as an 'outsourcing' council. All other councils are classified as 'insourcing'.

Figure 4.10: Span of control ('other staff' per supervisor and above) - Solid waste management



*Outsourcing councils are defined as the SWM outsourced contract value being more than 25% of the total SWM cost. All other councils are classified as insourcing. This will be " - " if you have not provided us with any cost data for this service.

Figure 4.11: Staff turnover rate - Solid waste management

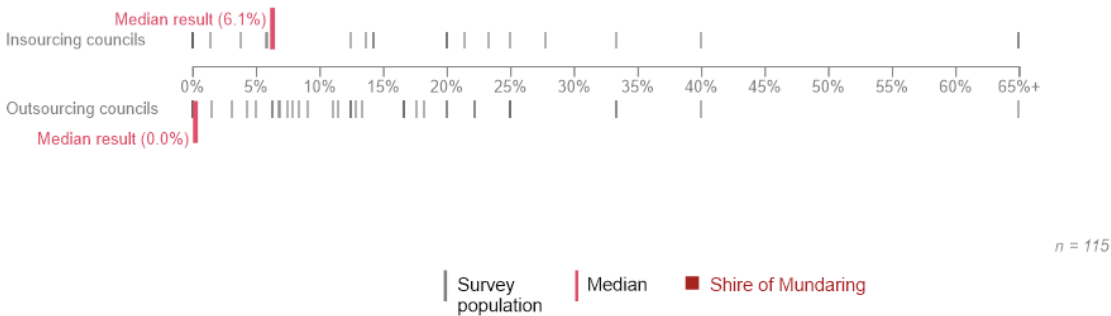
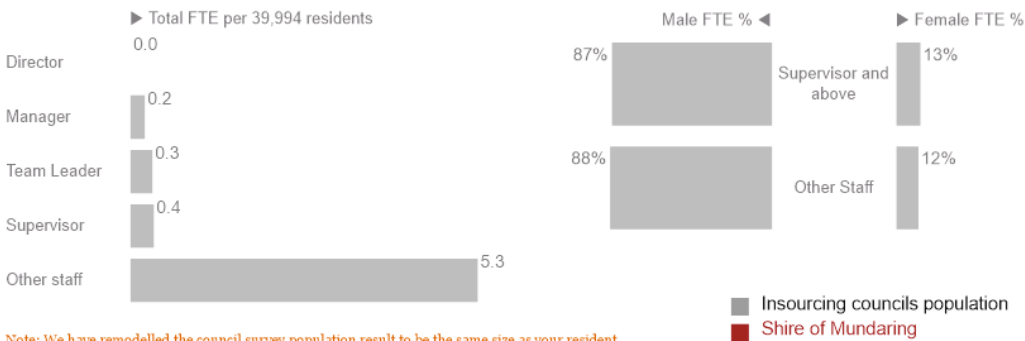


Figure 4.12: Staff level FTE breakdown and Gender split - Solid waste management



Note: We have remodelled the council survey population result to be the same size as your resident population, depending on whether you are an outsourcing or insourcing council.

Solid waste management deep dive

Waste allowance, volume collected and waste activity cost analysis

The cost of providing a council's solid waste service to citizens is a function of many factors.

These may be environmental factors, such as the nature and density of dwellings serviced, that are unique to your council, or the nature and scope of the service that is provided. Government landfill waste levies also impact cost considerably and these vary widely by jurisdiction.

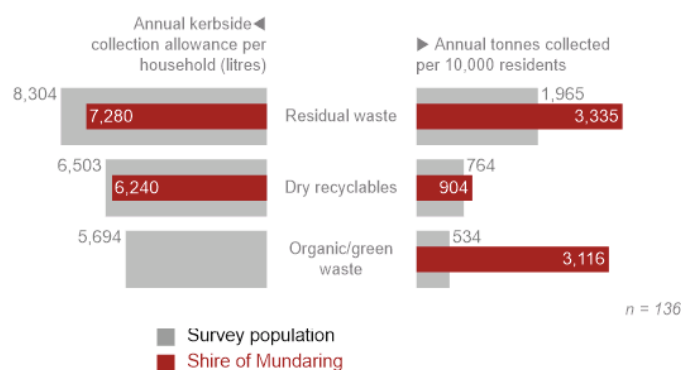
Councils can use this section of the report to further analyse and compare key cost metrics across solid waste management.

We have highlighted the following factors so councils can better understand how they contribute to the cost of providing solid waste management services to the community; household waste allowance and collection patterns, volume of actual waste collected in FY17 as well as the breakdown of cost by waste activity.

We observe higher waste costs in NSW councils, especially in processing and disposal costs per tonne collected. This may be a result of councils opting for further processing of residual waste (see our case study in this section) as well as the imposed government landfill levy.

We recommend councils to use the council comparative analysis tool (CCAT) to further explore the results.

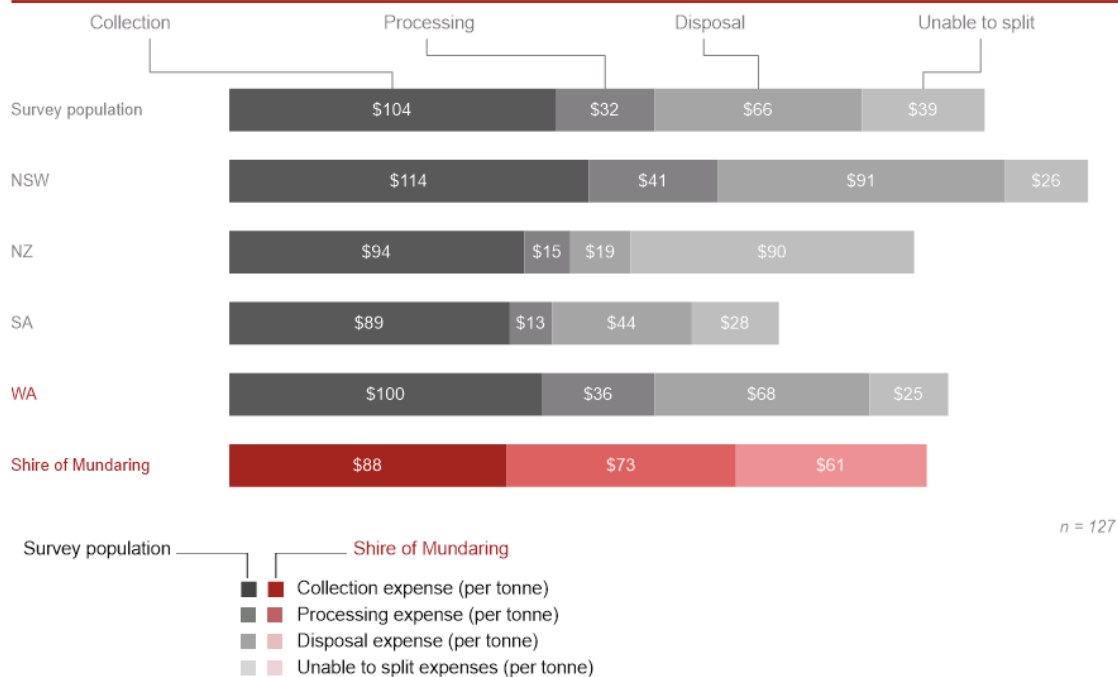
Figure 4.13: Annual kerbside collection allowance and actual waste collected



Waste disposal or landfill levy per tonne collected (\$)



Figure 4.14: Waste annual operating costs (A\$) per tonne collected



Service Delivery

Solid waste management deep dive

Cost analysis (continued)

We have provided the annual median solid waste management cost per resident for your council, compared to the median by each jurisdiction.

In addition, councils can also better understand the cost breakdown, taking into account outsourcing costs as well as insourcing costs per resident.



Figure 4.15: Solid waste management annual operating expense (A\$) per resident

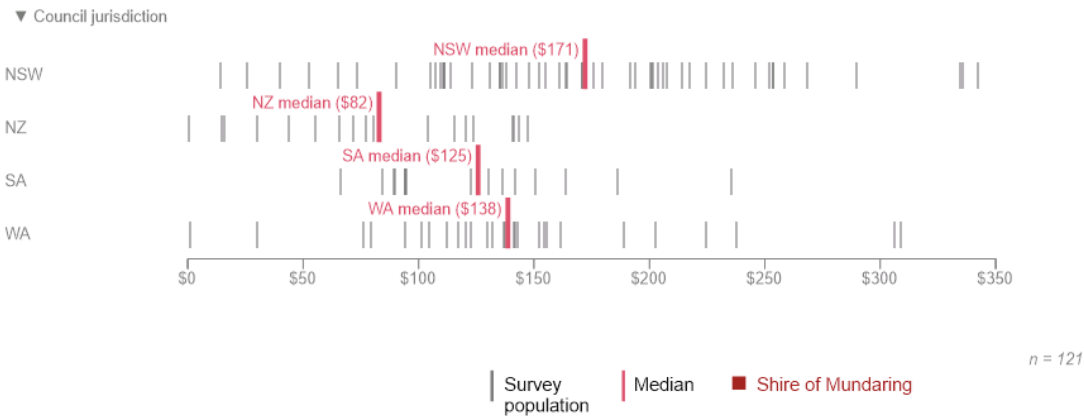
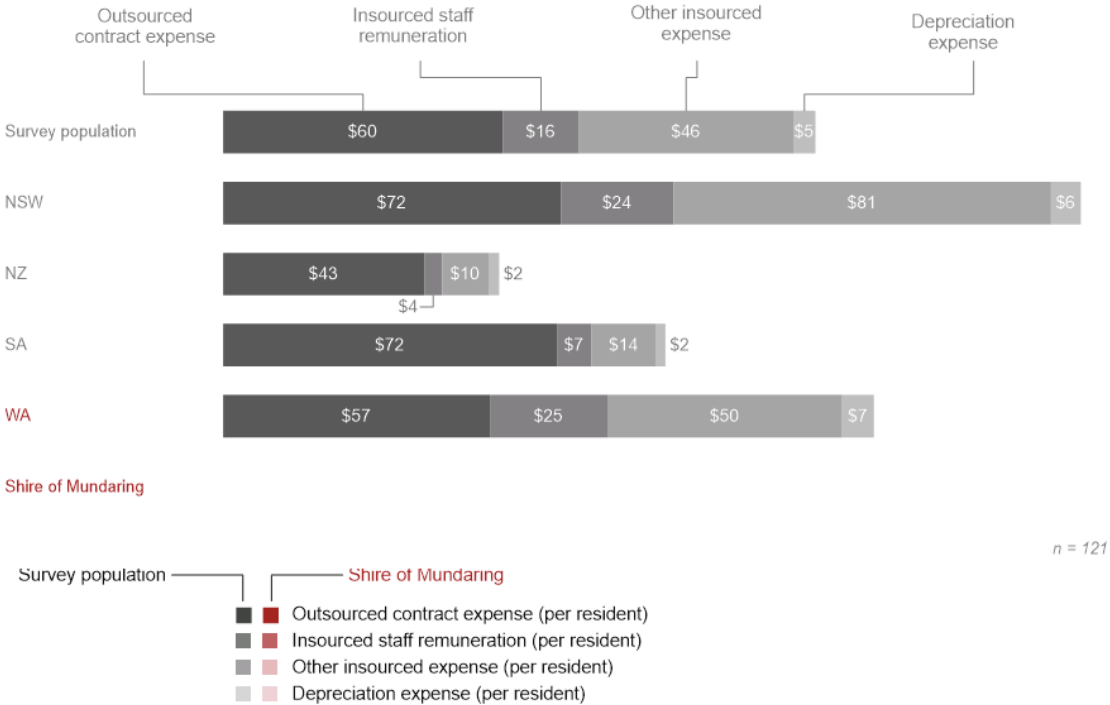


Figure 4.16: Breakdown of solid waste management annual operating expense (A\$) per resident



Case study: Alternate waste options

Sort, Divert and Save

Kempsey Shire Council, NSW

Our 10 year waste contract was coming to an end and it was our opportunity to renew our contracts and we started looking at ways we could reduce costs and reduce waste in our community. We conducted audits into the waste that was going into the red (residual waste) bins, and we found that a whopping 70% of waste in there could have been allocated to either the green (food and organic waste) bin or yellow (household recycling) bin.

In addition to this, using our analysis, we determined that we could reduce the cost of the waste levy that was being charged to the local community.

Our initiative

Since then, we reduced our red bin collections to a fortnightly pickup and introduced weekly green bins to all households to encourage residents to better manage their waste allocations. Residents are encouraged to better allocate their waste and we've provided kitchen caddies to residents to help them with their organic and food waste. Before the new contract, we had 75% of households with a 3 bin system. Now, we have standardised the bin groups and frequency throughout our region and we have removed over 24,000 bins and replaced them with over 36,000 new bins. The cost for these bin replacements were even covered from all our savings in the reduction in processing residual waste.

Benefits

The biggest benefit we have seen is the reduction of cost. Since the implementation in July 2017, we have already seen reduction of waste rates by 10 percent. We are already seeing a 20-25% reduction in red bin waste and a 10-15% increase in green bin waste. Because the cost of processing a green bin is four times less than the processing cost of a red bin, we are already seeing a decrease in overall processing costs.

In conclusion, these new innovative ways to reduce waste to landfill is becoming the norm, especially in our region and we can all help to better cultivate good recycling and waste habits to help limit the volume of food and other waste being disposed of in our landfills.

Clarence Valley Council, NSW

Waste management is a large cost in council operations and it was important for us to manage this efficiently. Back in July 2012, an opportunity came up for us in our waste contracts and we really wanted to move towards a more environmentally friendly waste practice to reduce waste to landfill. As a result of our waste audit of domestic bins, we found that about 30 percent of waste in our red bins is food waste.

Our initiative

We increased the recycling bin capacity to 360 litres up from 240 litres, reduced the residual waste pickup frequency to fortnightly pickups instead of weekly, and introduced weekly organic food and garden collections. Since then, we have seen over 60% diversion rate from landfill, up from approximately 40% in the past.

We also have developed the Clarence Valley Waste mobile app that is available for free for our residents. Residents can easily access the app to learn about the different waste category types, waste collection schedules, fees and charges and even set up reminders.

Benefits

Financially, our NSW waste landfill levy has reduced as a result of the reduction in landfill waste. We have used these levy cost savings as well as the reduced processing costs to build a composting tunnel facility as well as a materials recovery facility and still retain the same level of spending in this area. Diverting food waste from landfill to composting has been a more sustainable and environmentally friendly option.

Service Delivery

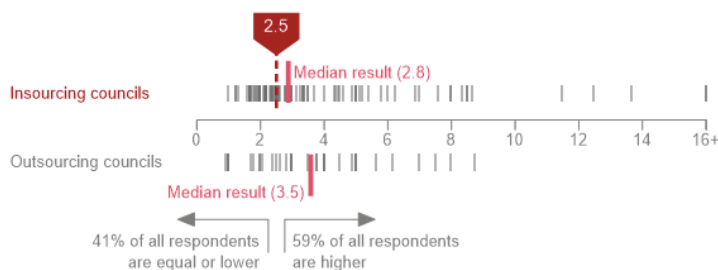
Roads and bridges deep dive**Workforce analysis**

Councils can use this section of the report to further analyse and compare key workforce metrics across roads and bridges.

We have classified councils as either 'outsourcing' or 'insourcing' road/bridge councils to assist with comparisons. If the council's road/bridge outsourced

contract value was more than 25% of the total road/bridge cost then it was classified as 'outsourcing'. All other councils are classified as 'insourcing'.

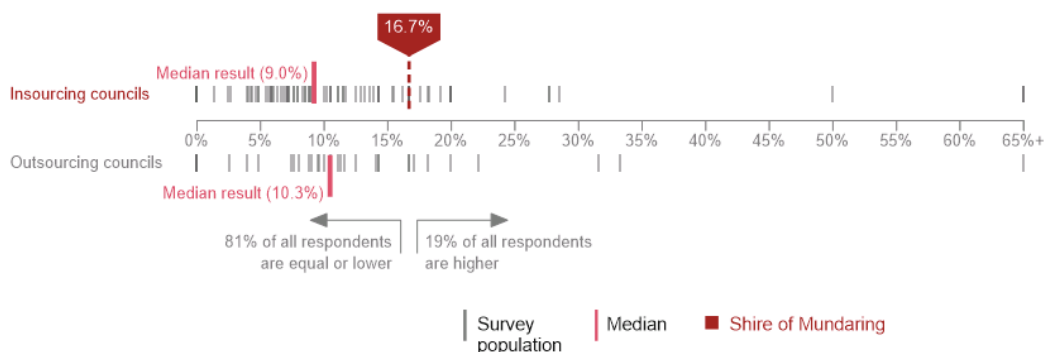
Figure 4.17: Span of control ('other staff per supervisor and above) - Roads and bridges



n = 124

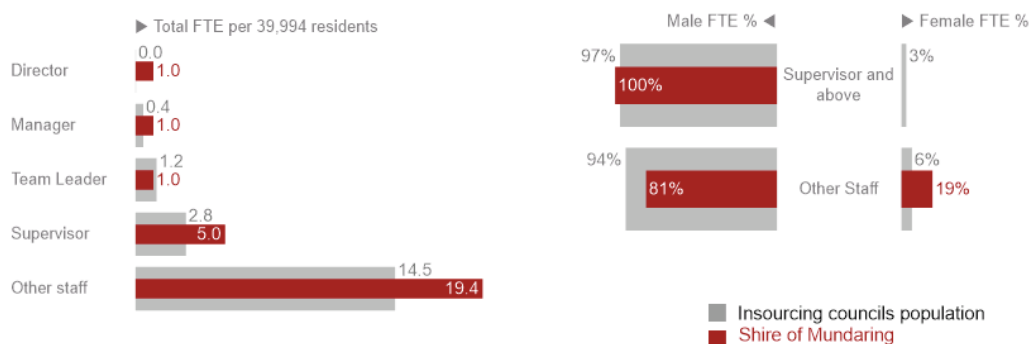
*Outsourcing councils are defined as the Road/Bridge outsourced contract value being more than 25% of the total Road/Bridge cost. All other councils are classified as insourcing. This will be "-" if you have not provided us with any cost data for this service.

Figure 4.18: Staff turnover rate - Roads and bridges



n = 124

Figure 4.19: Staff level FTE breakdown and Gender split - Roads and bridges



Note: We have remodelled the council survey population result to be the same size as your resident population, depending on whether you are an outsourcing or insourcing council.

Roads and bridges deep dive

Condition ratings for the managed road network by Australian councils

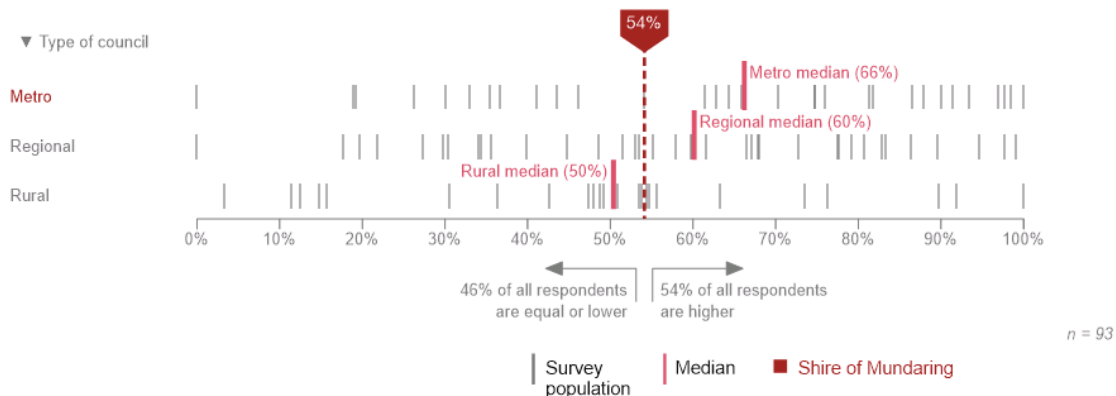
Maintaining and enhancing a council's road network is most often the largest investment of resources made by a council. There are environmental, geographic, and traffic factors that drive unavoidable variation in the cost of maintaining the network.

We recognise that road networks of different types are serving different purposes and require different maintenance patterns.

To better understand the current state of the managed road network by Australian councils as well as the extent of sealed versus unsealed roads, we asked councils

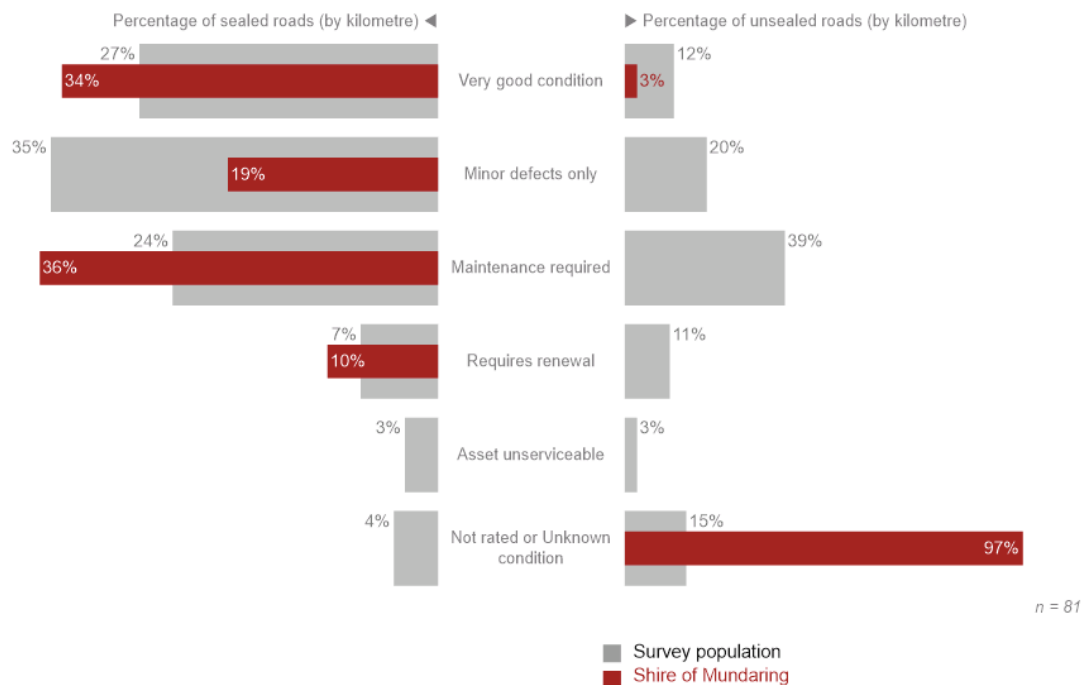
to share the FY17 condition ratings for their road segments. There were five ratings to choose from, and we observe in metro councils a higher proportion of roads rated as either 'very good' or 'minor defects only' (median of 66%), compared to a median of 60% in regional and 50% in rural councils.

Figure 4.20: Percentage of total road km with 'good condition' ratings (Australian councils only)



Note: 'Good condition' is classified as Rating 1 (Very good) and Rating 2 (Minor defects only). We only used road kms where the condition rating of the road was known.

Figure 4.21: Condition ratings for sealed versus unsealed roads managed by Australian councils



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Service Delivery

Roads and bridges deep dive

Councils can use this section of the report to further analyse and compare cost per kilometre across roads and bridges. We observe metro councils with a higher median cost per km due to the higher proportion of sealed roads that inevitably require additional maintenance due to traffic volumes.

In Figure 4.23 our findings highlight the relationship between cost and the extent of sealed roads in the council's road network. This relationship captures both the higher cost of the road construction method, as well as the cost of accommodating the higher traffic volumes that sealed roads generally carry.

Councils below the curved line have a higher than expected cost per km, given the mix of sealed and unsealed roads in the network.

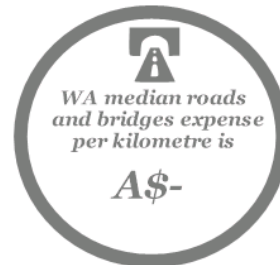


Figure 4.22: Roads and bridges annual operating expense (A\$) per kilometre

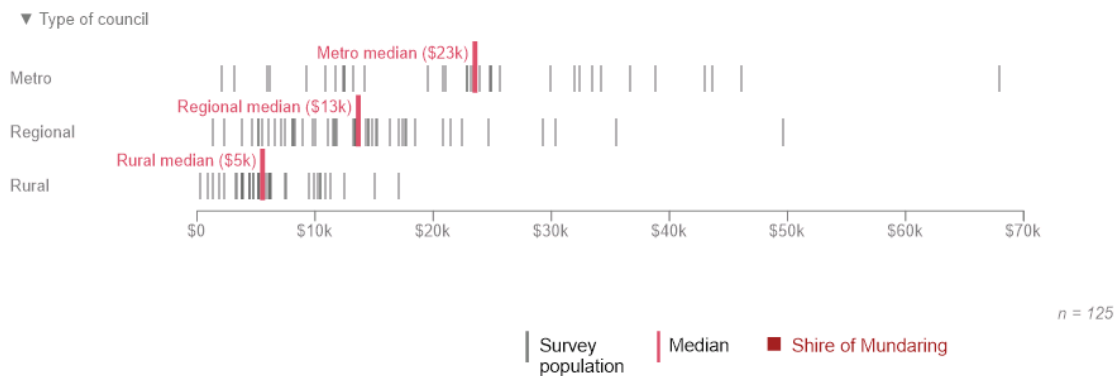
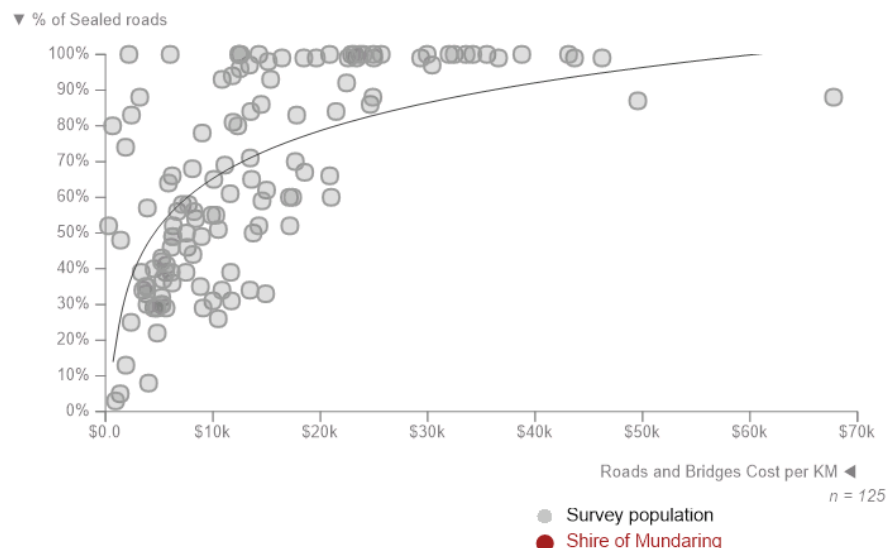


Figure 4.23: Relationship between percentage of sealed roads (by length) and road and bridges annual operating expense (A\$) per kilometre



Parks, gardens and sporting grounds deep dive

Workforce analysis

In this section, we have merged the parks and garden data with the sporting grounds data to show results across this predominantly outdoor-based workforce.

We see minor differences in the management layers by looking at the median span of control between the various types of council.

However, rural councils are almost twice as likely to have employees leave this service area, compared to regional and metro councils.

Figure 4.24: Span of control ('other staff' per supervisor and above) - Parks, gardens and sporting grounds

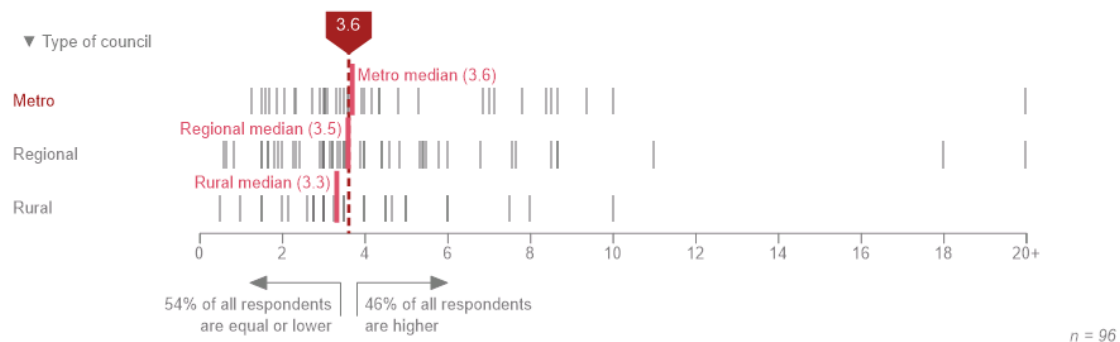


Figure 4.25: Staff turnover rate - Parks, gardens and sporting grounds

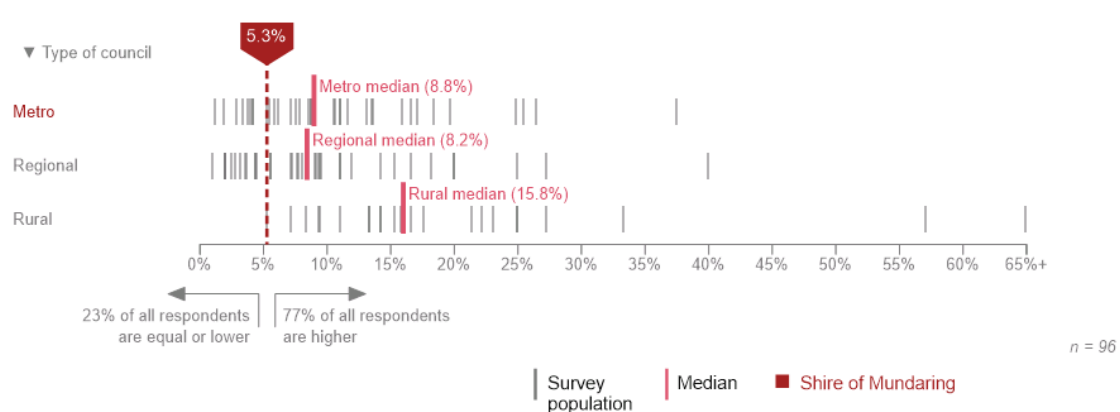
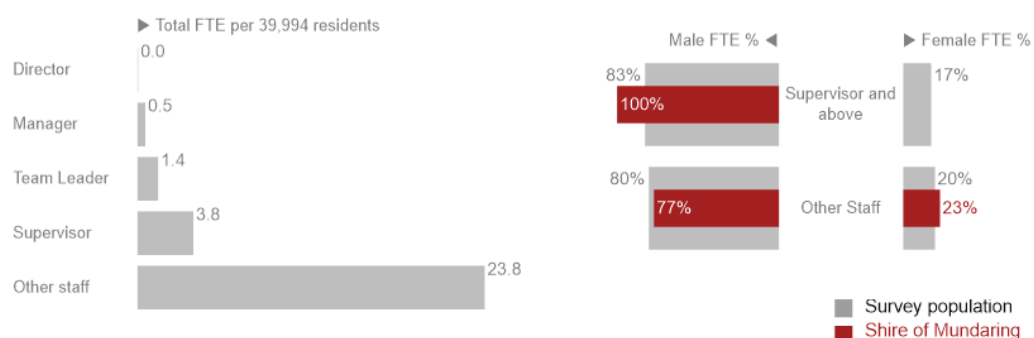


Figure 4.26: Staff level FTE breakdown and Gender split - Parks and sporting grounds



Note: We have remodelled the council survey population result to be the same size as your resident population.

Service Delivery

Parks, gardens and sporting grounds deep dive

Categorisation and cost analysis of parks, gardens, and sporting grounds

Providing open green space and maintaining it to a high standard is an important function of local government as it is highly visible to residents and is an amenity enjoyed by a large cross-section of the community. Councils that operate in high density areas perhaps have an even greater obligation to provide spaces where citizens can relax, socialise and engage in activity.

Councils will make various decisions around the frequency of maintenance, quality of play equipment, extent of drainage in sporting fields among many, and all of these factors will impact the cost.

The area of active and passive space in a local government area are also important factors.

To better understand the current mix of open space, we asked councils to categorise each park and sporting field, as shown in Figure 4.27.

We have also shown the area of open space per resident and cost per hectare by the various types of council.

Figure 4.27: Park and sporting grounds breakdown by category (hectares)

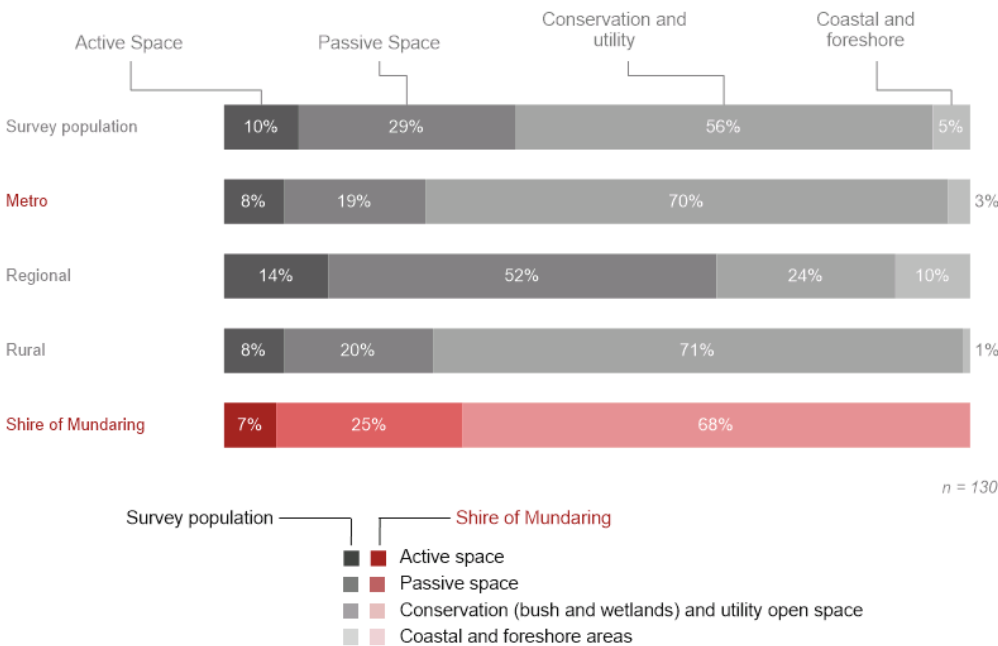
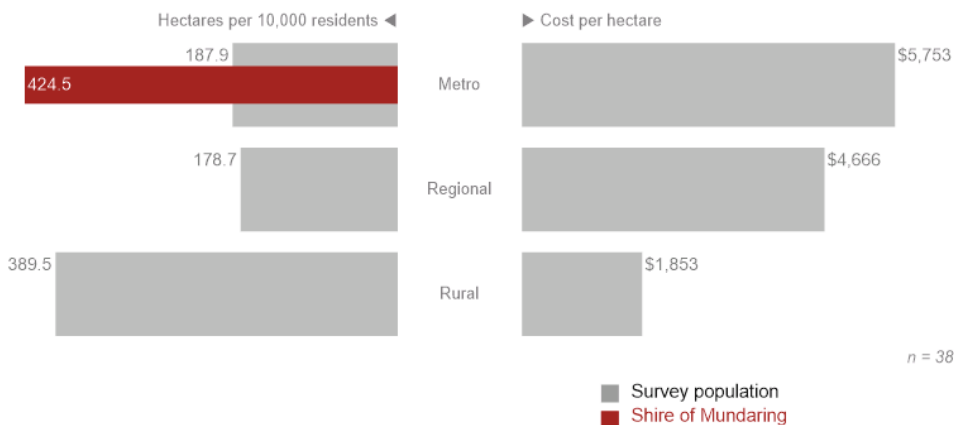


Figure 4.28: Park and sporting grounds area and cost breakdown (type of council)



Parks, gardens and sporting grounds deep dive

Cost analysis

Councils can use this section of the report to further analyse and compare key cost metrics across parks, gardens and sporting grounds.

We have provided the median expense per resident for your council, compared to the median in your jurisdiction and by type of council.

Councils can also better understand the cost breakdown, taking into account outsourcing costs as well as insourced costs.



Figure 4.29: Parks, gardens and sporting grounds annual operating expense (A\$) per resident

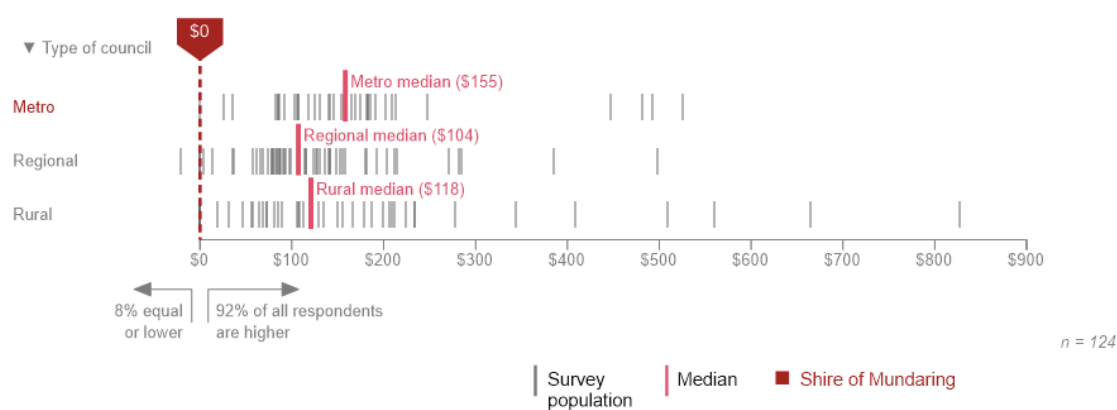
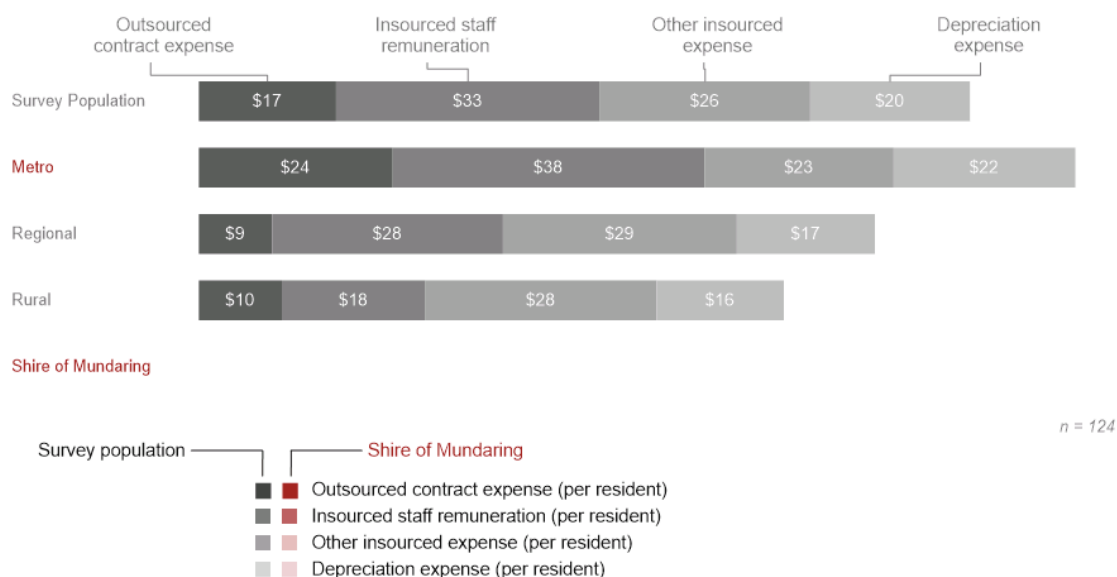


Figure 4.30: Breakdown of parks, gardens and sporting grounds annual operating expense (A\$) per resident



Service Delivery

Breakdown of participating councils by service area

The table below shows the number of councils that provided cost and FTE data for each individual service area.

Service Area	Councils providing cost data	Councils providing FTE data
	n count	n count
Aerodromes	41	31
Aged Persons and Disabled	80	65
Agriculture	15	10
Beach Control	23	15
Camping Area and Caravan Parks	47	28
Children's Services	48	47
Cultural and Community Service Centres	108	105
Drainage and Stormwater Management	92	78
Emergency services, fire levy and protection	87	54
Enforcement of Regs and Animal Control	119	121
Footpaths	71	57
Fuel and Energy	6	6
Governance and Administration	132	136
Health	68	52
Mining, Manufacturing and Construction	64	62
Other community amenities	107	97
Other community services and education	96	95
Other economic affairs	106	102
Other environment	107	105
Other public order and safety	55	51
Other transport infrastructure	84	86
Parks and gardens (lakes)	124	126
Public libraries	120	122
Road and bridges	125	124
Sewerage services	63	57
Solid waste management	121	115
Sporting grounds and venues	98	86
Street cleaning	72	59
Street lighting	56	20
Swimming pools	93	72
Town Planning	123	125
Water supplies	62	61



Risk Management

*of councils report risks
to councillors at least
quarterly*

*of councils use key risk
indicators to analyse
and report risk*

*of councils outsource
or co-deliver the
internal audit function*



Risk Management

Risk Management Trend Summary

Shire of Mundaring

	FY16	FY17	Change from FY16 to FY17
● WA Survey population ● Shire of Mundaring			
1. Risk management policy in place	In development 11% (In development)	Yes 94% (Yes)	
2. Frequency in reporting risks to council	As required 26% (As required)	Every six months 6% (Every six months)	
3. Use of key risk indicators to analyse and report risks	Yes 60% (Yes)	Yes 74% (Yes)	
4. Audit and Risk Committee in place	Yes 100% (Yes)	Yes 100% (Yes)	
5. Independent external members of the Audit Risk Committee	17% 0%	14% 0%	▼ 3% ■ 0%
6. Delivery of internal audit	Outsourced 17% (Outsourced)	Outsourced 19% (Outsourced)	

Managing risk

Risk management policy

A good risk management policy creates integrity and transparency within a council by highlighting the key risk areas and the associated risk appetite. It promotes a risk-aware culture defining the processes for identifying, assessing and responding to risks.

Our findings show the upward trend in the proportion of councils with an approved risk management policy in place has continued; 90% of councils now have a policy in place, up from 85% in prior year.

The inclusion of SA in this year's survey contributed to the increase, with 100% of SA councils having an approved risk management policy.

It is also encouraging to see more WA and NZ councils establishing an approved risk management policy, compared to the prior year; 89% of NZ councils (up from 77%) and 94% of WA councils (up from 89%). NSW councils remain at 87%.

An approved risk management policy is more prevalent in both metro and regional councils, with 97% and 93% respectively. By comparison, 82% of rural councils have a risk management policy. This is an improvement on the prior year (74%) but there is still an opportunity to move forward in this area.

A risk management policy should clarify the council's objectives for, and commitment to risk management. It is an effective way to promote and communicate an integrated, holistic approach to enterprise risk management across the council.

Figure 5.1: Does your council have an approved risk management policy? (council jurisdiction)

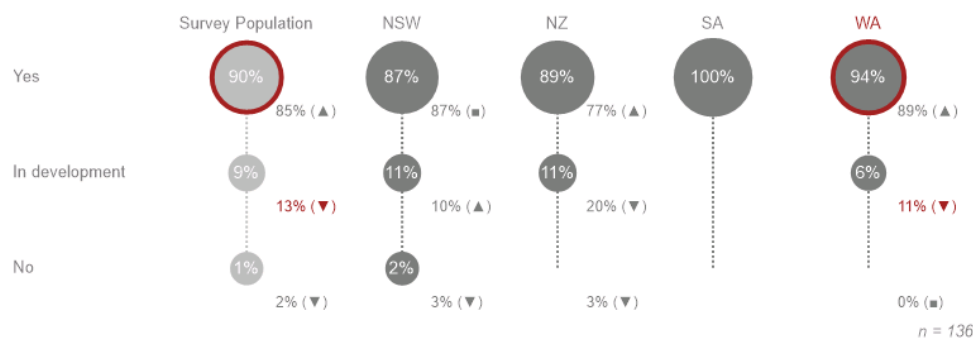
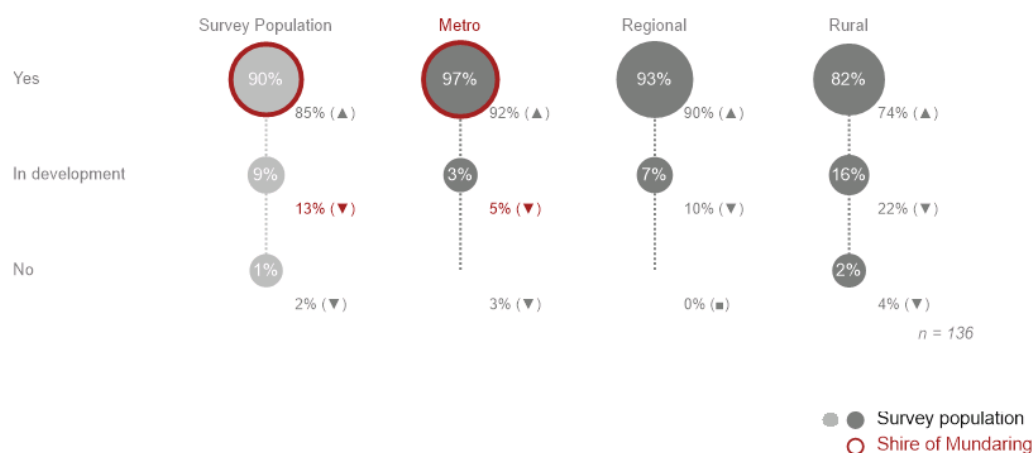


Figure 5.2: Does your council have an approved risk management policy? (type of council)



Risk Management

Managing risk**Risk management policy (continued)**

An organisational habit of reporting and monitoring risk regularly can contribute to a culture of sharing and managing risk issues.

The frequency of risk reporting in councils has increased, with almost half of the councils (47%) reporting risks at least quarterly, up from 38% in the prior year.

NSW councils have increased the level of frequency in reporting risks to councils, with 34% reporting at least quarterly (up from 26% in the prior year).

However, with NSW representing the largest proportion of councils not reporting risks at all (15%), there is still room to improve.

We acknowledge that the frequency of formal risk reporting can be dependent on the structure and effectiveness of other risk reporting processes. That being said, it is important that the full council be appropriately updated on the effectiveness of the risk management policy including any breaches, incidents or complaints that fall under the risk policy's remit.

Figure 5.3: How often does management formally report risks to council?



Managing risk

Key risk indicators

There has been an increase in the use of key risk indicators by councils, with 61% of councils now using key risk indicators to analyse and report risks (up from 53% in prior year). A further 21% of councils are developing key risk indicators to use in the future in order to critically predict unfavourable events that can adversely impact the achievement of objectives.

Our findings show all types of councils improving in their use of key risk indicators, with the gap closing between the proportion of metro versus both regional and rural councils using key risk indicators as a predictive measure.

We now see 58% of regional councils (up from 49% in the prior year) and 53% of rural councils (up from 42%) realising the benefit of using key risk indicators as a way to navigate their risk environment. In comparison, 76% of metro councils use key risk indicators, up from 71% in the prior year.

The inclusion of key risk indicators within the risk management policy ensures that risks are measured and monitored regularly. This allows councils to take proactive action, rather than reactive action, in the face of adverse events.

Key risk indicators are qualitative or quantitative measures designed to identify changes to existing risks. Risk indicators should not be confused with performance measures, which are typically retrospective in nature. They are used to predict a risk manifesting and are reported to the levels of the entity that are in the best position to manage the onset of a risk where necessary. They should be reported in tandem with key performance indicators to demonstrate the interrelationship between risk and performance.¹

Figure 5.4: Does your council use key risk indicators to analyse and report risks?



¹ COSO, June 2017, 'Enterprise Risk Management: Integrating with Strategy and Performance'.

Risk Management

Corporate governance**Audit and Risk Committee**

The Audit and Risk Committee is a sub-committee of council, and provides key links between management, council and the external auditor. This committee is a critical element for sound corporate governance and robust oversight of management's performance and reporting.

Consistent with prior year, all councils, aside from NSW, report extremely strong corporate governance, with 100% of councils in NZ, WA and SA having an established Audit and Risk Committee. In contrast, 85% of NSW councils have an Audit and Risk Committee in place (up from 84% in the prior year).

The key compositional attributes of a successful audit committee include independence, sufficient size and appropriate technical expertise. Independence of an audit committee, whether perceived or actual, is dependent on a reasonable balance of its members being external to, or independent from the council itself.

In NSW councils, there is an upward trend in the median number of Audit and Risk Committee members who are independent or external to the council, increasing from 50% in FY15, to 55% in FY16 and now at 60% in the current year. The NZ median has remained static for three years at 17%, and SA is in line with the population median at 40% independent or external members. Meanwhile, only 11 out of 31 WA councils have any form of independent or external representation on the Audit and Risk Committee, explaining the median result of 0%.

We encourage councils to review the composition of their Audit and Risk Committee and re-consider the need for additional independent representation. We also encourage the Audit and Risk Committees of each council to review their performance on an annual basis, if they are not already doing so, and commit to taking action as required to achieve excellence.

The Audit and Risk Committee is an essential and integral component of an organisation's corporate governance toolkit. Its responsibilities will generally cover, but are not limited to, the review and oversight of the following areas: internal control framework, compliance and ethical matters, risk management activities, financial statements, internal audit and external audit. The Audit and Risk Committee can also oversee and hold management accountable for its performance in managing these important areas.

Figure 5.5: Does your council have an Audit and Risk committee (or equivalent)?

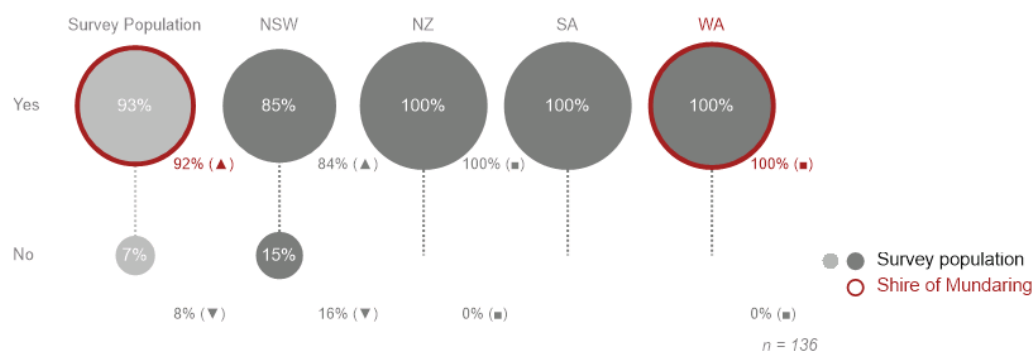
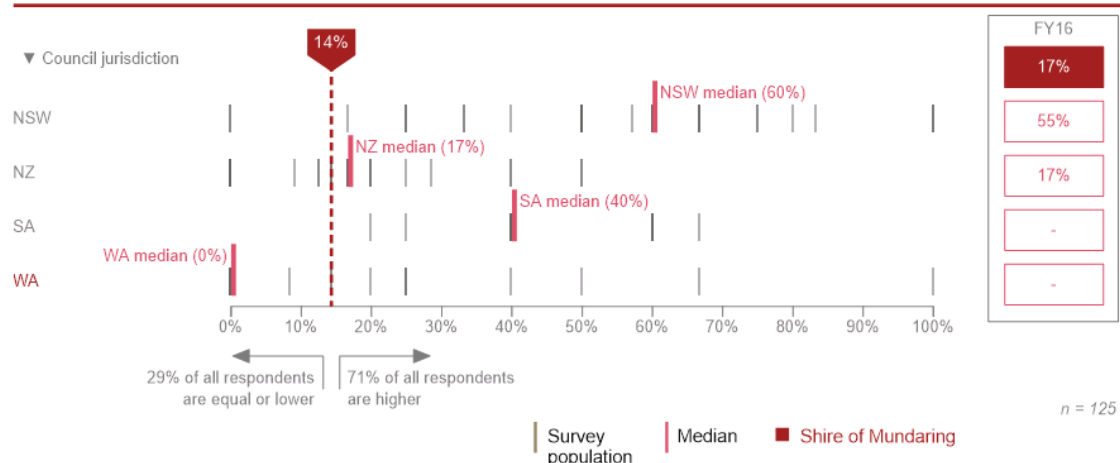


Figure 5.6: Percentage of independent or external members of the Audit and Risk Committee



Delivery of internal audit

Internal audit delivery and effort

An internal audit function with strong capabilities and effective leadership can progress a long way towards becoming a highly valued, trusted advisor to stakeholders. Yet even then, internal audit has to keep pace with the business, its ever-changing set of risks and the increasing number of external disruptors.²

When delivering internal audit many councils find that a sourcing model that includes external expertise provides them with the optimal range of skills, value for money, and independence. We observe 58% of councils preferring an outsourced or co-delivered approach, compared to 18% of councils that deliver internal audit in-house, and the remaining 24% opting out of maintaining an internal audit function at all.

This year we see a higher proportion of councils opting for co-delivery of internal audit (29%, up from 21% in the prior year). Co-delivery of internal audit balances knowledge of the organisation (internal), with access to a range of expertise, and independence to the council (external).

The percentage of rural councils undertaking no internal audit activity has increased to 43%, up from 31% in the prior year. In contrast, both metro and regional councils recorded a decrease to 8% and 20% of councils respectively, performing no internal audit during the year. There was a significant increase in metro councils choosing the co-delivery method for internal audit at 39%, up from 21% in the prior year.

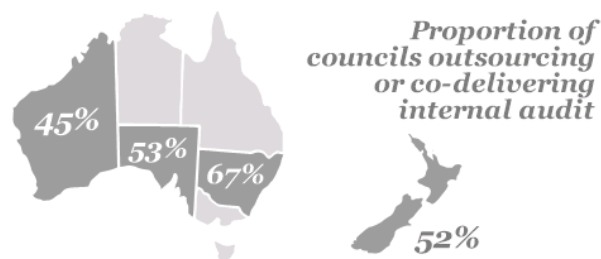
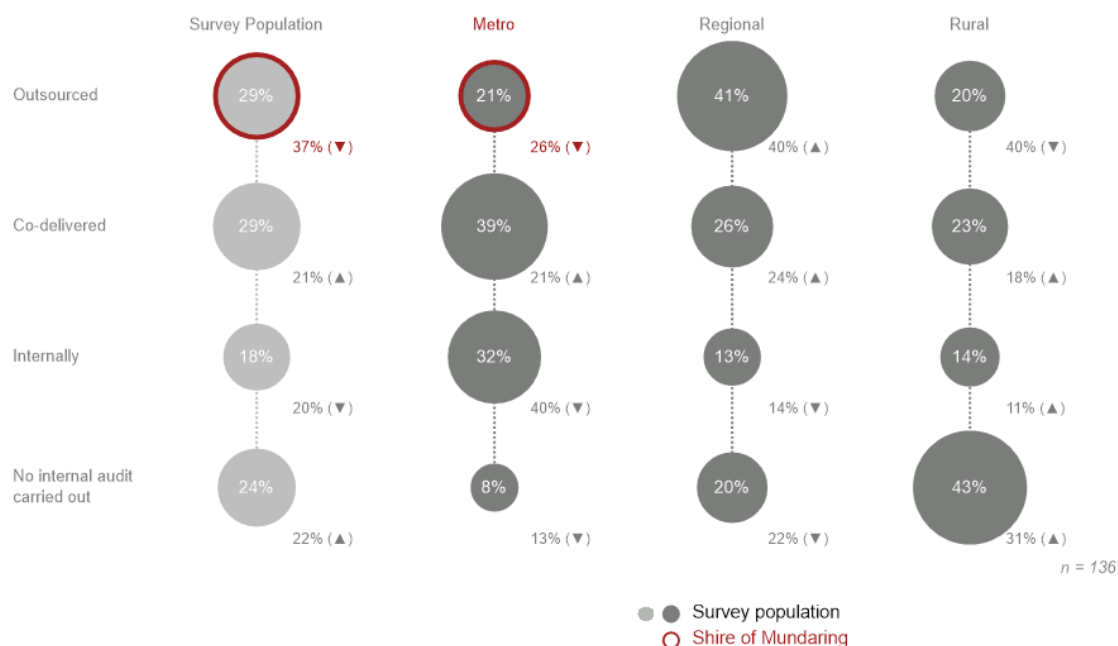


Figure 5.7: How is internal audit delivered?



² PwC, 2017, State of the Internal Audit Profession Study, 'Staying the course toward True North: Navigation disruption'.

Risk Management

Delivery of internal audit

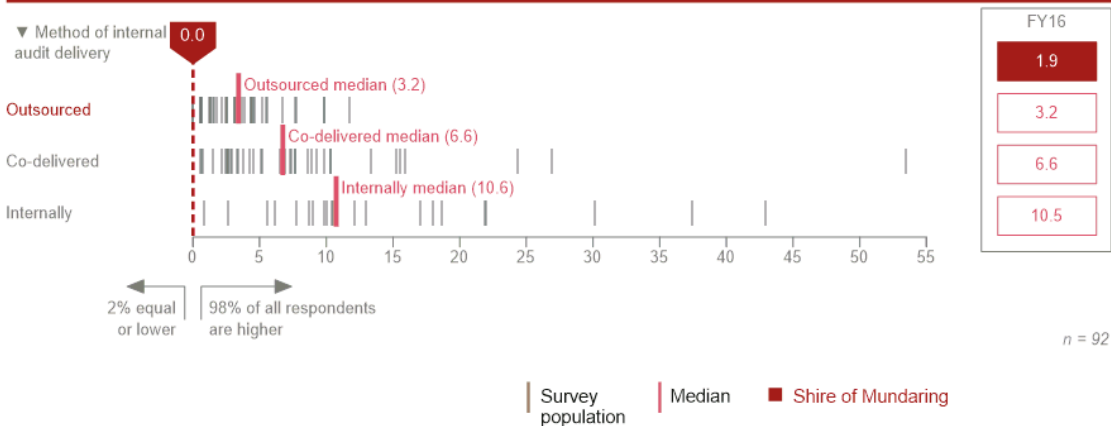
Internal audit delivery and effort (continued)

Similar to the prior year, we see a difference in the volume of days of internal audit work completed for internally delivered audits and the comparable effort of outsourced audits. Internally delivered internal audits take a median of 10.6 days per A\$10 million in council revenue, compared to 3.2 days for outsourced internal audits.

Outsourced internal audits may reflect either lower levels of scope and investment, higher efficiency of work programs, or a combination of both, in comparison to internally delivered audits. Each council should consider the positives and negatives of all options to determine the best fit as well as clarifying the roles each party may play to be most effective.

While the different delivery methods affect a council's resources, both from a cost and time perspective, the effectiveness of the internal audit should be a key consideration in determining which delivery method option is most suitable.

Figure 5.8: Days of internal audit effort per A\$10 million in council revenue



Delivery of internal audit

Internal audit effectiveness

Both efficiency and effectiveness are vitally important to the value internal audit can provide the business. Councils were asked to rate how well their internal audit function performed across a range of areas.

In the majority of areas, the perceived effectiveness of the internal audit (IA) function has improved from prior years. 'Alignment of the audit plan scope' showed the most improvement, with 81% of all councils rating this area as performing well (up from 66% in the prior year). This area was particularly strong in SA councils, with 100% reporting IA as performing well or extremely well in this area.

There are three areas that show a decline in the perceived effectiveness; 'Leveraging technology effectively' (45%, down from 51% in the prior year), 'Delivering services with a service-orientated team' (53%, down from 58% in the prior year), and 'Promoting quality improvement and innovation' (69%, down from 71% in the prior year). These three areas represent an opportunity for an increased focus as the IA function looks to play a more integral role in the business.

PwC's 2017 global internal audit study gathered insights from over 1,600 chief audit executives (CAEs), senior management and board members. The results found that only 44% of those surveyed believe internal audit is contributing significant value, reaching its lowest level in the five years this metric has been tracked.³

A key role of the Audit and Risk Committee is to support and liaise with the internal audit function, and it is increasingly clear that those councils with an Audit and Risk Committee perform better in more areas of internal audit than those where no committee exists. As Figure 5.9 shows, 61% of councils with an Audit and Risk Committee report that internal audit performs well (in six to eight areas of the internal audit). Councils without an Audit and Risk Committee, report a maximum of two areas where their internal audit function are performing well.

Figure 5.9: Does your internal audit function perform well* in the following areas?

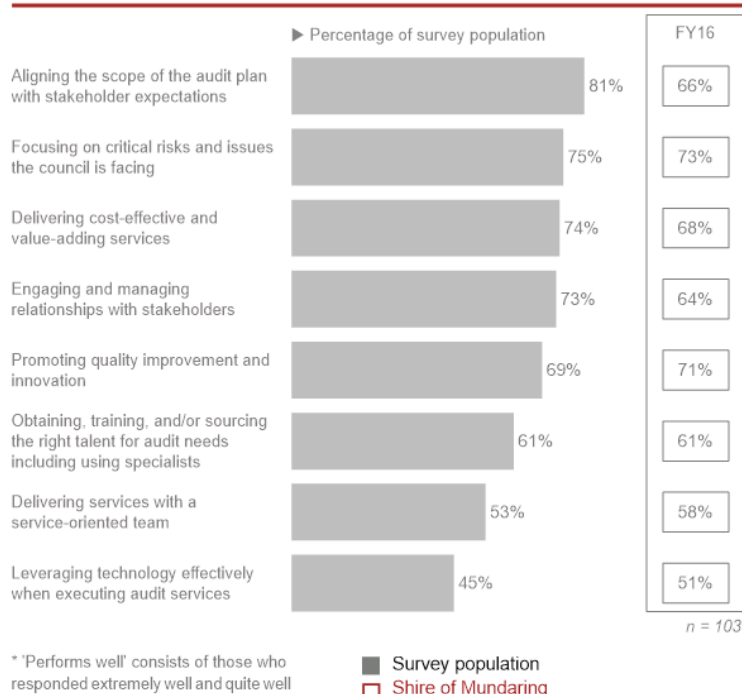
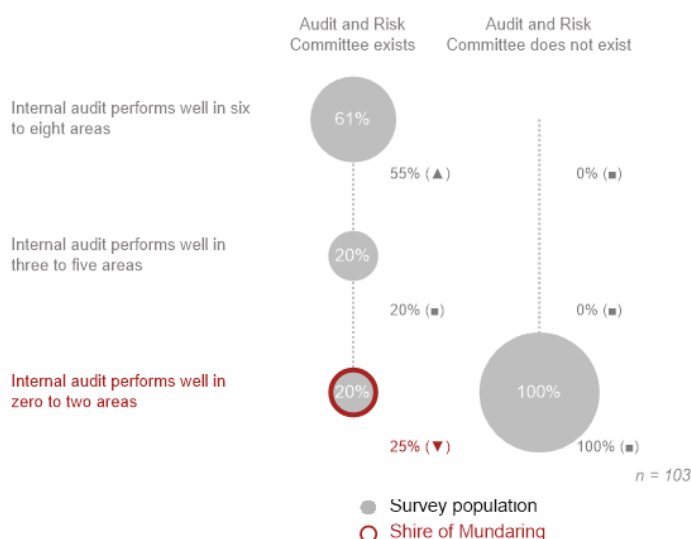


Figure 5.10: Correlation between having an Audit and Risk Committee and internal audit performance



³ PwC, 2017, State of the Internal Audit Profession Study, 'Staying the course toward True North: Navigating disruption'.



Corporate Leadership

of councils reported an improvement in staff engagement levels

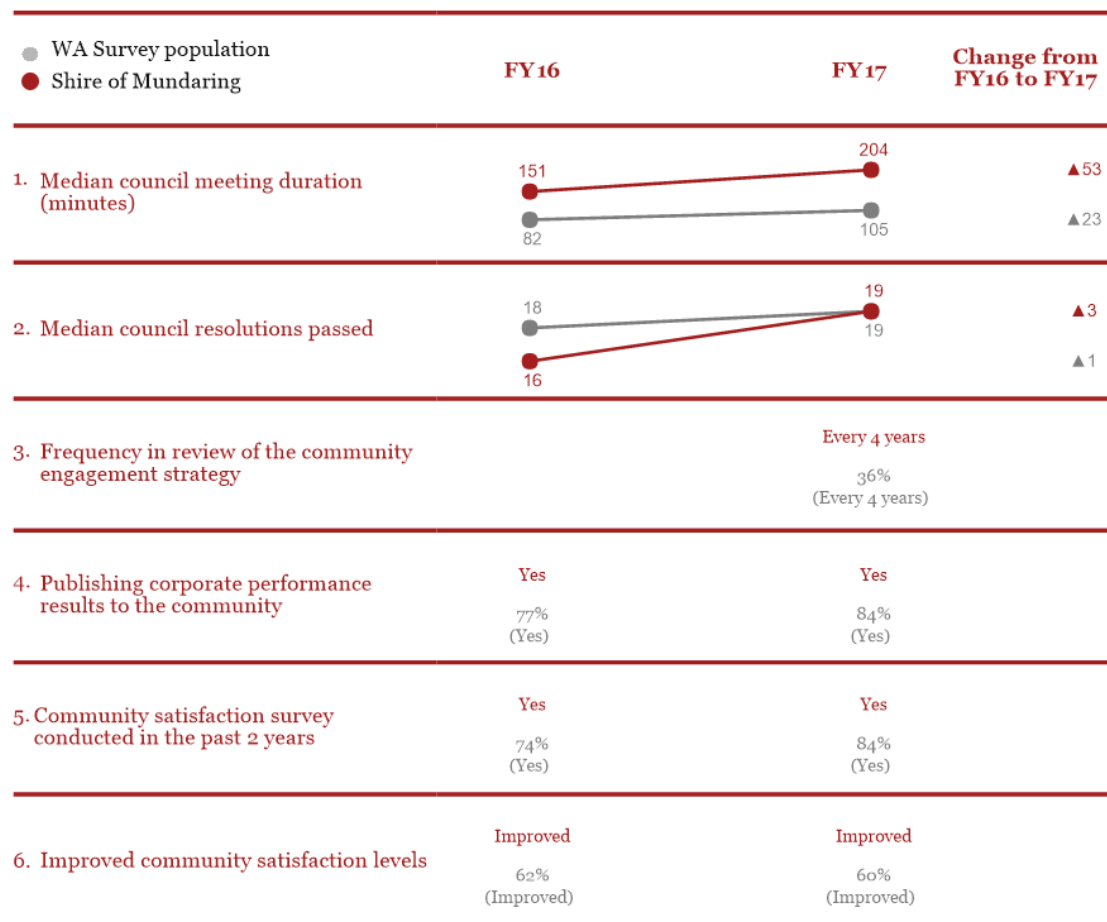
of councils conducted a community satisfaction survey in the last 2 years

of councils reported an improvement in community satisfaction



Corporate Leadership Trend Summary

Shire of Mundaring



Corporate Leadership

Approach to decision making**Council decision making**

In order to gain a better understanding of the efficiency of council meetings, we collected data on each council's last six council meetings conducted in the 2016–2017 financial year. Our analysis on the relationship between meeting duration and resolutions passed has largely remained consistent with our FY16 results.

The median council resolutions passed has increased slightly, from 21 to 22 resolutions, and the median meeting duration decreased from 128 to 127 minutes, compared to the previous year.

Geographically, NZ councils continue to have longer meetings, spending a median of 183 minutes (3.1 hours), up from a median of 168 minutes (2.8 hours) in the prior year. The median resolutions passed (18) remains consistent with the prior year result. When looking at minutes per resolution, this means NZ councils took 10% longer to process a resolution, compared to the prior year. This could be driven by public comment, councillor discussion or complexity in the issue to be resolved.

Interestingly, it was a mixed result among the Australian councils. SA councils tend to have longer meetings, spending a median of 146 minutes (2.4 hours), and producing a median of 24 resolutions (6.0 minutes per resolution). In comparison, NSW councils spend a median of 120 minutes, (down from 139 minutes in the prior year), producing a median of 27 resolutions or 4.4 minutes per resolution (up from 24 resolutions in the prior year). This result would have been impacted by our participating NSW merging councils as administrators, and not councillors, acted as the governing body.

WA councils show an increase in both the meeting duration and resolutions passed: 105 minutes (1.9 hours), up from 82 minutes in the previous year, and 19 resolutions or 5.5 minutes per resolution (up from 18 resolutions in the previous year).

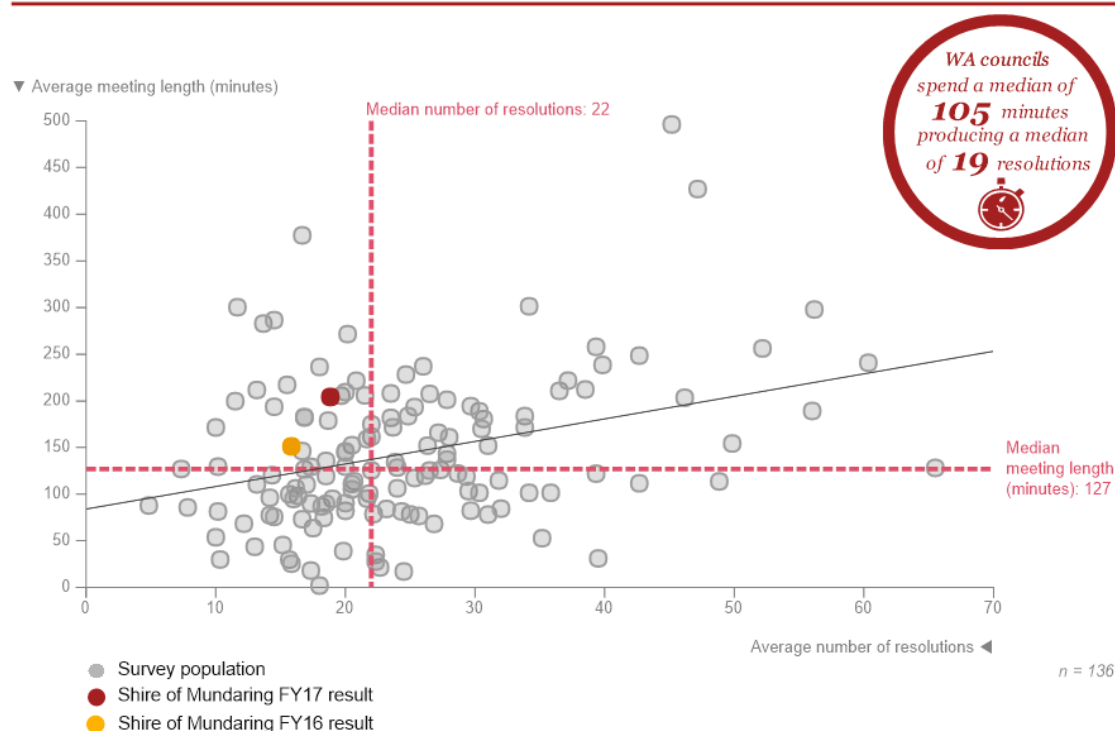
For councillors to make effective and informed decisions on policy settings, as well as council strategy, they require timely and succinct information prior to the meeting, clear agendas, and adequate time devoted to each element of the agenda to enable proper consideration of the issues.

It is critical that councillors can formulate a decision while understanding the broader picture and related consequences based on the information provided at the meetings.

Key considerations

- Do your council meetings regularly extend beyond three hours?
- Are your council meetings passing resolutions in an efficient manner?
- Are your meeting agendas and papers clear and concise, and consistently provided to councillors well in advance to allow a timely review prior to the meeting?
- Do you conduct council performance reviews at the end of the year or end of the council term?

Figure 6.1: Relationship between council meeting duration and resolutions passed in the second half of FY17



Analysing council meetings and resolutions

Council meeting duration and number of resolutions

In the framework below, we have converted our survey data into a matrix to show possible reasons why council meetings may differ in duration and produce a different number of resolutions. This allows councils to explore the correlation between meeting length and the number of resolutions passed at their last six council meetings in the 2016–17 financial year.

Our results continue to show that almost 60% of the council meetings sit in the quadrants 'short and sharp' (30%) and 'clearance of straightforward matters' (28%). This suggests a greater proportion of council meetings were focused on decision making, with less discussion of individual items.

Geographically, 51% of WA council meetings were in the quadrant 'short and sharp', followed by 26% of NSW meetings, 20% of NZ meetings, and 21% of SA council meetings.

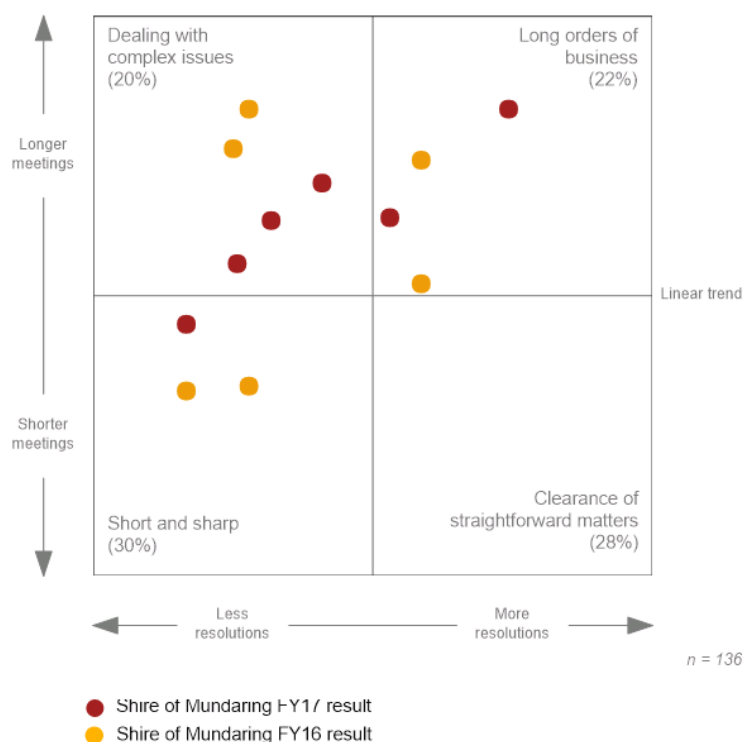
In contrast to 'short and sharp' meetings, we see that 47% of NZ council meetings were in the quadrant 'dealing with complex issues', indicating perhaps the different nature of issues being discussed at a local government level, compared to those discussed at council meetings of Australian councils.

When reviewing your profile in the chart below, consider that there may be a sound basis – such as the nature of business to be discussed – for whichever quadrant your meetings fell into. In fact, it might enhance a council's productivity if a range of the identified meeting types exists across the year. Each council should assess its results against the complexity and associated risk profile of the issues discussed in council meetings.

Key considerations

- Are you up to date with best practice when it comes to governance in your council meetings?
- Did the complexity of issues match the time taken to resolve them?
- Is your council meeting agenda well structured, clearly delineating sections for specific council purposes eg. information only versus strategic decisions?
- Are you conducting extra relevant meetings to support and inform your councillors so that the more formal council meetings are more productive eg. strategy or key operational issues?
- Do your councillors have access to technology that supports them to be more effective in their role as councillor eg. online meeting and papers access?
- Do you delineate your agenda into the different areas such as – strategic decisions, information only and housekeeping, so it is easy to manage and focus councillors?

Figure 6.2: Relationship between council meeting duration and resolutions passed in the second half of FY17



Corporate Leadership

Relationships with Government**Government relationships**

In order to deliver value to its community, councils should aim to recognise their role and the role of the next level of government, in order to negotiate an effective working relationship.

In our survey, we explored the relationships between local councils and the State government (Australia), or National government (NZ). Specifically, we asked councils to describe their partnership with their respective governments when it comes to influencing important decisions that affect their region and/or community - decisions such as strategic transport plans, economic growth plans, and population planning for the region including new infrastructure.

We observe 57% of councils reporting that they have influence over some decisions, 35% are influencing most or all decisions and the remaining 8% have little or no influence on important decisions that affect their region and/or community.

We see almost one in five SA councils (18%) reporting little or no influence, and in stark contrast just 2% of NSW councils reporting the same. When it comes to a strong level of influence, NZ and NSW councils lead the way, with 41% reporting influence on all or most important decisions, followed by 29% of SA and 22% of WA councils.

The size of council can also affect the relationship with State or National government, with large councils reporting a much stronger influence over decision making in their region; 59% have an influence over all or most important decisions (up from 42% in the prior year), compared to around 29% of medium (down from 30%) and small councils (up from 12%).

It is critical to have effective ongoing communication and collaboration between government bodies as they might impact the decisions made that affect council's region and community.

Figure 6.3: Describe your current relationship with State government (Australia) or National government (NZ) (council jurisdiction)

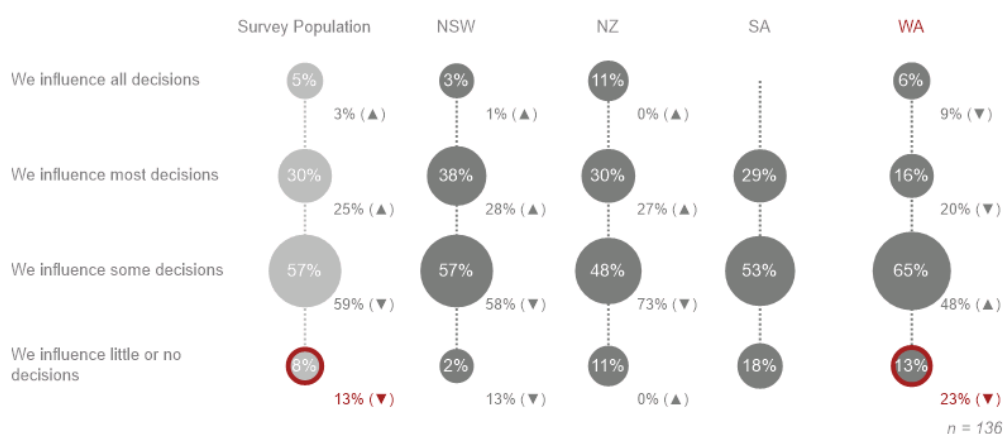


Figure 6.4: Describe your current relationship with State government (Australia) or National government (NZ) (size of council)



Maintaining high levels of staff engagement

Staff engagement

High levels of staff engagement are crucial for local government as this can help avoid regretted staff turnover, improve productivity, and create efficiency in delivery and outcomes.

It is encouraging to see that those councils that measure staff engagement levels are experiencing a boost in staff engagement; 36% reported an improvement, while 18% stayed the same.

Across WA councils a clear dichotomy has emerged: either staff engagement levels are measured, and councils have seen a remarkable improvement (55%, up from 37% in the prior year); or the council does not measure staff engagement at all (42%, up from 38%). The remaining 3% have observed no change in staff engagement levels.

Senior leaders should celebrate when staff engagement levels are measured as rising, and should also be prepared to measure this even when the findings may not be gratifying.

Interestingly, two thirds of NZ councils do measure staff engagement and there is an equal split across the results; 22% experienced an improvement, another 22% experienced no change, and the remaining 22% saw a decline in morale.

SA councils (58%) are less likely to measure staff engagement, and for the 42% that did measure, the highest proportion of councils (24%) reported no change, 12% saw an improvement and the remaining 6% experienced a decline. Meanwhile, similar levels of tracking are observed across NSW councils, 39% with improved morale and 23% with no change.

According to PwC's Fast take on talent innovation,¹ to engage your teams you can take these three steps:

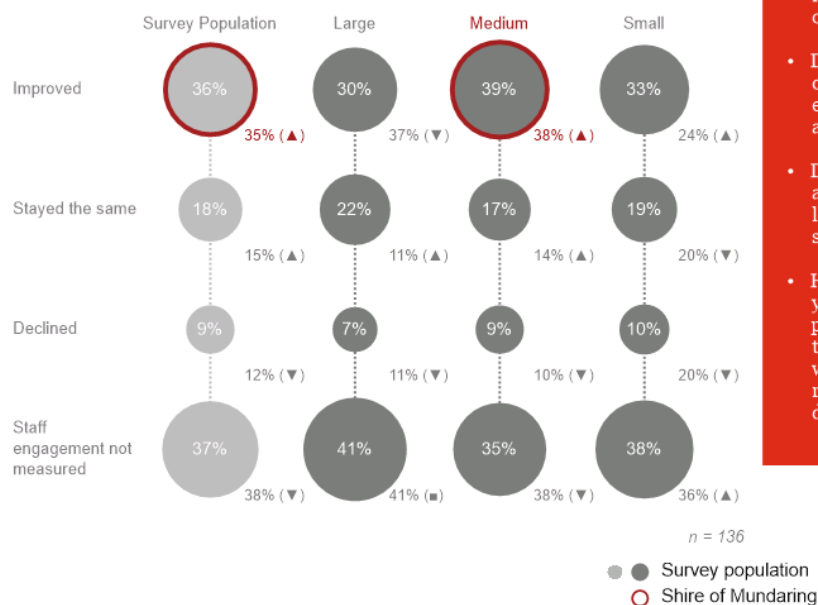
Give your people a strong sense of purpose – build learning and development programs that help people excel as they work to achieve your mission;

Build a culture of engagement – encourage contribution from diverse perspectives where everyone listens and responds and offer workplace flexibility that motivates;

Devise a recognition system – reward performance with compensation and progression and also recognise large and small contributions in a regular, structured way.

Employee engagement is defined as one's commitment to and passion for his or her work and role within an organisation. Not to be confused with employee satisfaction—or general happiness—engagement is the extent to which employees are motivated to contribute to overall business success. It's a proven willingness to go the extra mile to achieve the organisation's business goals.²

Figure 6.5: Did your staff engagement levels improve during the year ending 30 June 2017?



¹ PwC, 2015, "Fast Take on Talent Innovation: Employee engagement"

² Ibid

Key considerations

- How would you describe your culture? Is it motivating, inclusive and are diverse opinions valued?
- Do you understand which clusters of employees are less engaged and taken action to address this?
- Do you make staff recognition a priority and encourage all levels of staff to share success stories?
- How are you communicating your goals, progress and performance? Do you know the best way to communicate with your staff – regular reports/comms, social media, dashboards, meetings?

Consulting with the community

Community engagement strategy

A strong partnership between the council and the community can reap huge benefits. Members of the community often bring a different perspective and it creates a sense of ownership when the community is involved and collaborates with local government. Collaboration helps build trust and confidence with local government, and a key way to achieve this is to establish and implement a community engagement strategy.

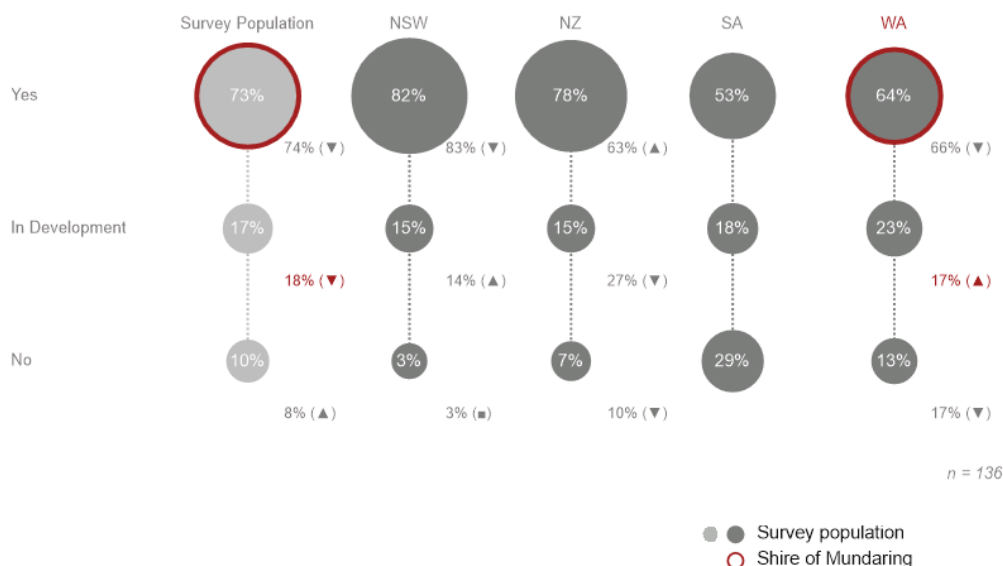
Our survey results show that 73% of councils have a documented and approved community engagement strategy in place, with a further 17% currently developing their community engagement strategy. The fact that 97% of NSW councils either have a documented and approved community engagement strategy in place or are developing one, is explained by the mandatory requirement under the Integrated Planning and Reporting Framework.

Meanwhile, 93% of NZ councils (up from 90% in the prior year) and 87% of WA councils (up from 83%) have a documented and approved community strategy established or in development. SA councils have the most opportunity to bring their community engagement strategy to life, with 29% operating without a documented strategy.

Key considerations

- Is community engagement a central, developed capability within your council?
- Do you have the required level of skills to enable a cohesive approach, spanning across the full range of stakeholders?
- Have you invested in training and skills development for your staff involved in this key area?
- Do you engage with the community in a consistent manner on a wide range of matters – or does it vary depending on the issue?
- Have you truly embedded a culture of community engagement across the organisation rather than leaving the responsibility to a separate function in the council?
- Do you adequately resource such that community engagement can be performed right across the organisation so the views of your community can be properly considered?

Figure 6.6: Do you have a documented and approved community engagement strategy?



Consulting with the community

Review of the community engagement strategy

The continuous review of the community engagement strategy is as important as the strategy itself; there is a need to confirm that it continues to meet the evolving community's requirements.

Our survey continues to show the difference in frequency of review of the community strategy across the council jurisdictions.

We see the same proportion of NSW (36%) and WA councils (36%) being more likely to review their community strategy every 4 years, and 46% of NZ councils reviewing every 3 years, in line with the triennial long term plan (LTP) process. Within SA councils, they are more likely to review every 2 years (34%), compared to 22% reviewing annually.

Figure 6.7: How frequently do you review your community engagement strategy?



Consulting with the community

Community engagement

Effective local government needs a combination of representative and participatory democracy. Consulting with a broad range of stakeholder groups will lead councils to obtain a richer variety of inputs and issues to consider, and ultimately result in a more comprehensive strategy for the local community.

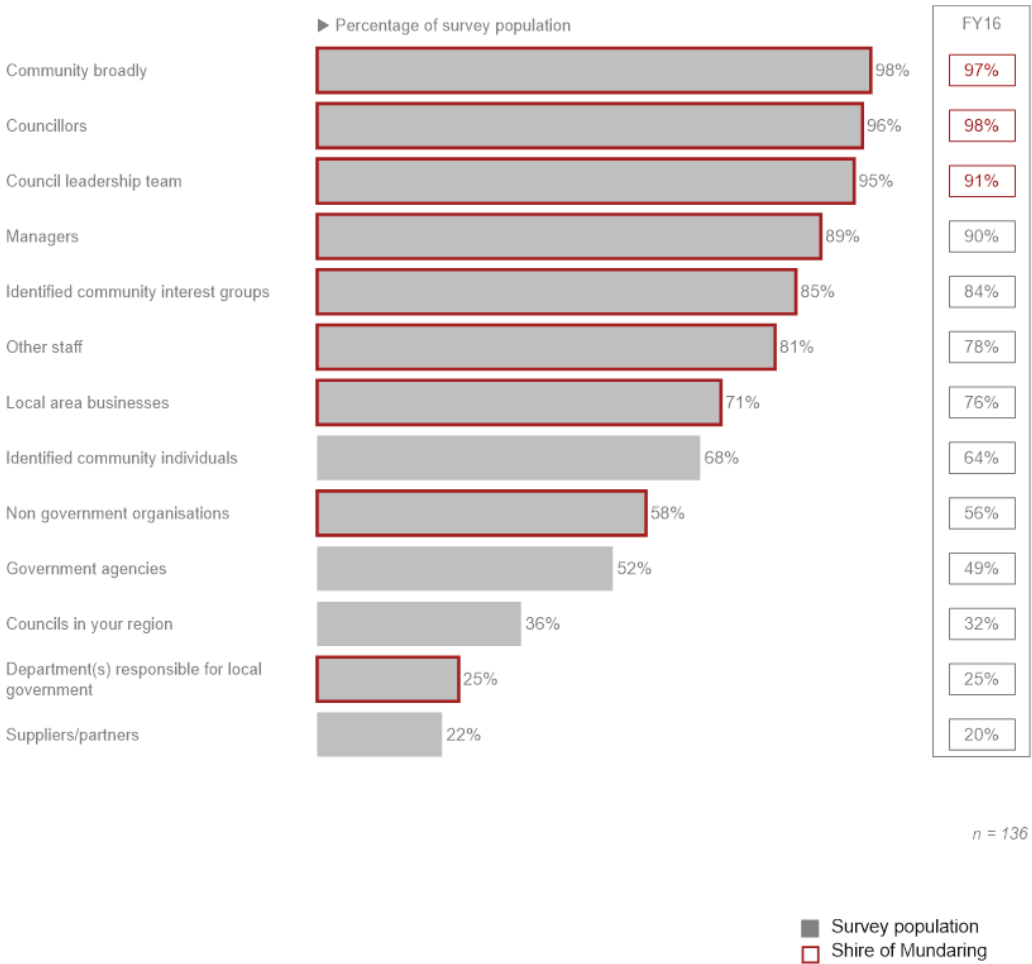
Similar to the prior year, it is encouraging to see that 36% (up from 32% in the prior year) of councils are engaging with their neighbouring councils when it comes to developing the community engagement strategy.

This trend is apparent across councils in all jurisdictions, especially in NZ where 67% of councils collaborate with their neighbouring councils (up from 53% in the prior year).

Councils should continue to work together and collaborate to obtain a wider variety of inputs. This is especially important when residents live and work across different local government areas and is a great opportunity to explore ideas that might work for your community.

Additionally, we continue to see around one quarter of the councils engaging with departments responsible for local government, and 52% of the councils are engaging with government agencies (up from 49% in the prior year) as part of the consultation process.

Figure 6.8: Which of the following groups were consulted when developing the most recent council community strategic plan?



Consulting with the community

Sharing corporate results

Sharing council’s corporate performance results with the community is essential as it helps reassure community members as to how their rates and annual charges are being allocated, and also enables councils to communicate outcomes to the residents.

Similar to the prior year, this remains a strong area for local government, with 87% of the participating councils publishing the corporate performance results to the community.

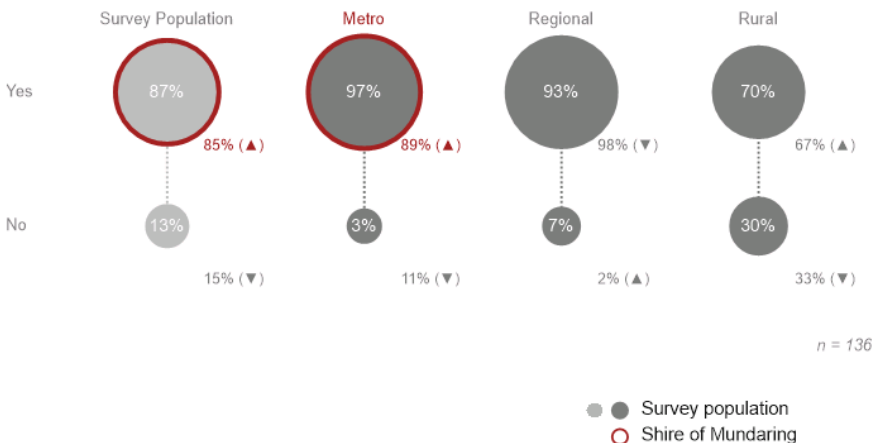
We see 96% of NZ councils more likely to share the results with the community (up from 93% in the prior year), followed by NSW councils (85%, down from 86%), WA councils (84%, up from 77%) and SA councils (82%).

Metro councils are more likely to publish corporate performance results (97%), compared to regional councils (93%) and rural councils (70%).

Figure 6.9: In FY17, did your council publish corporate performance results to the community? (council jurisdiction)



Figure 6.10: In FY17, did your council publish corporate performance results to the community? (type of council)



Consulting with the community

Community satisfaction survey

Our survey results show a marked increase, with 76% of councils (up from 68% in the prior year) conducting a community satisfaction survey in the past 2 years. NZ and WA councils are more likely to have conducted a community satisfaction survey, with 85% and 84% doing so respectively, followed by 80% of NSW councils (a large increase from 54% in the prior year).

A lower proportion of SA councils (29%) conducted a community satisfaction survey in the past 2 years, however for those SA councils that measured community satisfaction, 60% reported improved satisfaction levels since the last survey.

Among the councils that carried out a community satisfaction survey in the past 2 years, our findings show a decline in the proportion of councils that reported improved satisfaction levels from the community; 48% of councils, down from 54% in the prior year.

WA councils, similar to SA, are more likely to report improved community satisfaction levels, with 61% observing signs of improvement.

Over half of our NZ councils reported improved community satisfaction and across NSW councils, the impact of the recent mergers may have played a role in the decline of community satisfaction,

with just 39% citing improved satisfaction, compared to 65% in the prior year.

Obtaining feedback from the community is vital, even if the level of satisfaction diminishes at different times. Residents appreciate having a voice and councils will build stronger engagement with the community if they can demonstrate action plans as a result of the survey outcomes, and continue to monitor and measure.

Figure 6.11: Did your council conduct a community satisfaction survey in the past two years?

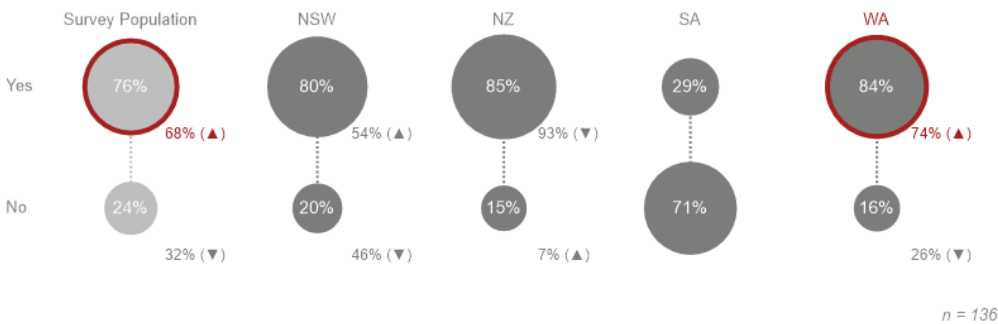
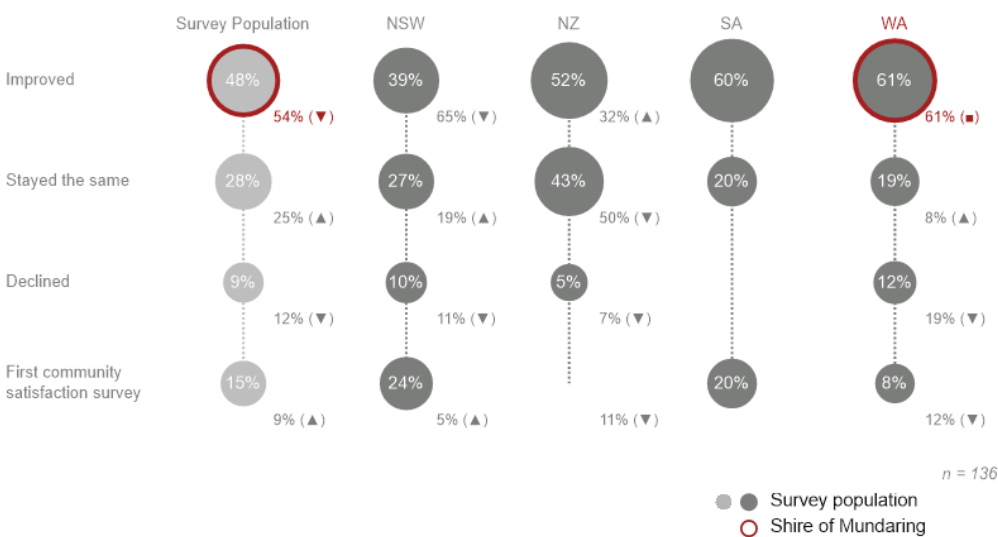
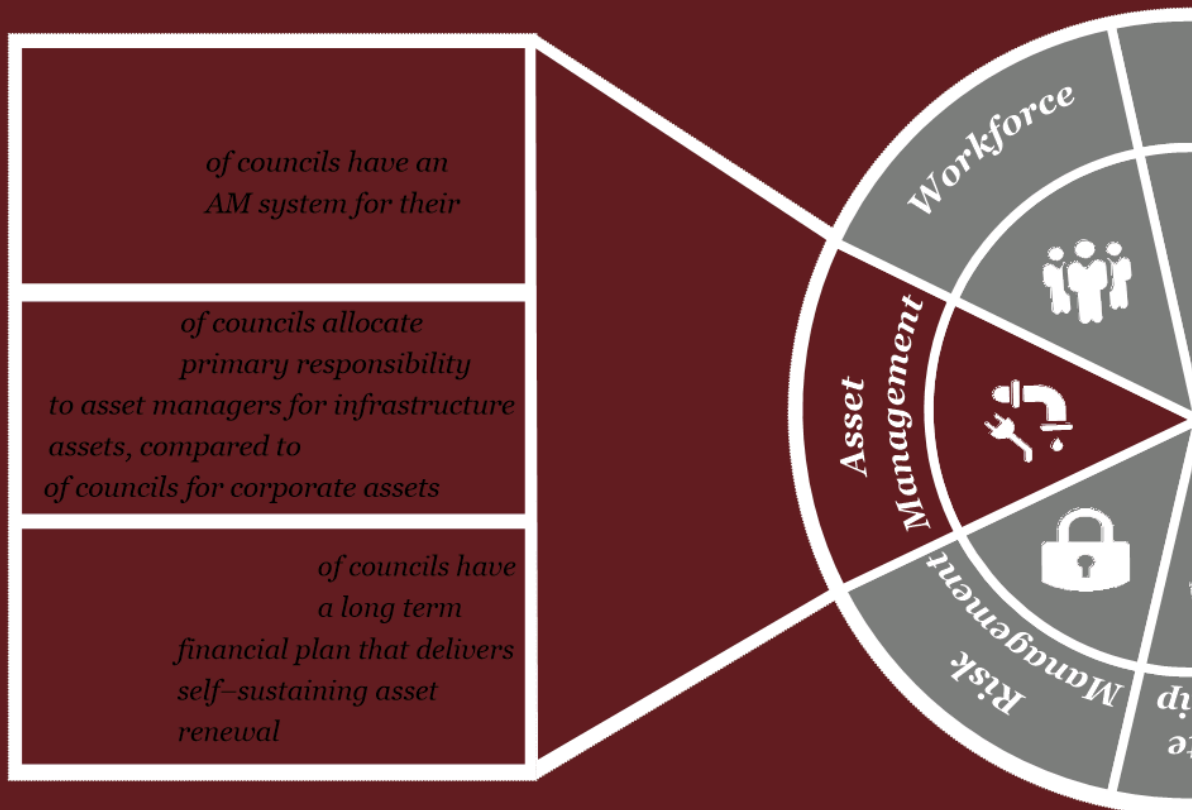


Figure 6.12: Did the overall community satisfaction levels improve since the last survey?





Asset Management



Asset Management

Asset Management Trend Summary**Shire of Mundaring**

● WA Survey population

● Shire of Mundaring

FY 16**FY 17**

1. Dedicated asset management systems in road networks, bridges, footpaths and cycleways

Yes89%
(Yes)**Yes**90%
(Yes)

2. Does your council have an asset management maturity rating model that it applies to its assets?

No31%
(No)**In development**45%
(In development)

3. Frequency in reporting management of assets to council

Annually40%
(Annually)**Annually**32%
(Annually)

4. Strategic asset management plan linked to long term financial plan

Yes57%
(Yes)**Yes**52%
(Yes)

5. Primary responsibility for service assets

Asset managers60%
(Asset managers)**GM/CEO office**13%
(GM/CEO office)

6. Primary responsibility for corporate assets

BU managers31%
(BU managers)**BU managers**32%
(BU managers)

Asset management systems

Data storage

Insights drawn from comprehensive and robust data systems are essential to effectively manage an asset's maintenance and renewal requirements, and future investment needs. It is understandable that the main areas of focus for asset management systems are the categories with the highest value assets: *Road networks*, *Drainage networks* and *Sewerage and waste treatment*.

Road networks remains the main focus, with 85% of councils confirming an asset management system exists, and a further 12% confirm systems are in development. *Drainage networks* and *Sewerage and waste treatment* make it to the top three asset categories with an asset management system, with 74% of councils confirming an asset management system exists for *Drainage networks* and 73% for *Sewerage and waste treatment*.

Some NSW councils are lagging behind in the storage of *Road network* data in an asset management system; just 76% have a system in place, compared to WA (91%) and SA (88%) councils. NZ's regulatory framework has driven 100% of councils to respond by implementing an established asset management system in this category.

NZ councils are leading the way with advanced infrastructure asset management across the three top asset categories. This can be explained by the legislative compliance requirements for local government in New Zealand to perform asset management planning. Section 101B of the Local Government Amendment Act 2014 requires councils to include in their Long Term Plan, information that shows that the council's strategic assets are managed in a manner that is efficient, effective, and appropriate to present and anticipated future circumstances.

On the other hand, Australian councils are far more likely to have a dedicated asset management system for *Buildings*, with SA (70%), NSW (69%) and WA (61%) councils doing so, compared to 40% of NZ councils. This trend is also observed for *Plant and Equipment* asset management systems.

When comparing Australian councils amongst themselves, on these main categories, our data shows that SA councils lead, with 88% of councils reporting to have an asset management system for *Road networks* and *Drainage networks*, and 75% for *Sewerage and waste treatment*.

Our results show that councils target the tracking of the major asset categories, however when it comes to *ICT*, 27% of councils continue to operate without a dedicated asset management system.

Although *ICT* assets have a low asset value compared to hard infrastructure, this may be a missed opportunity for councils, especially as *ICT* assets are strategically important and tend to be more portable and adaptable. *ICT* helps organisations record, process and retrieve data that can ultimately help to improve processes, increase productivity and reduce costs.

A good understanding of the current state in *ICT* is essential when planning for digital transformation. Benefits such as optimising the use of each IT asset, disposing of IT assets when the cost of maintaining them exceeds their benefit, and providing information necessary for regulatory compliance, license and contract renewals will come from having a dedicated asset management system for this category.

Figure 7.1: Percentage of councils with data stored in a dedicated asset management system by asset class



Percentage of survey population ◀ n = 136

● Survey population
○ Shire of Mundaring

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Asset Management

Asset ratings

Condition ratings

Our findings show that 99% of councils use condition ratings for some or all of their asset classes.

When analysing the specific asset categories, taking into account councils that have obligations to manage the various asset categories, we find that the assets with a dedicated asset management system are more likely to have formal condition ratings in place.

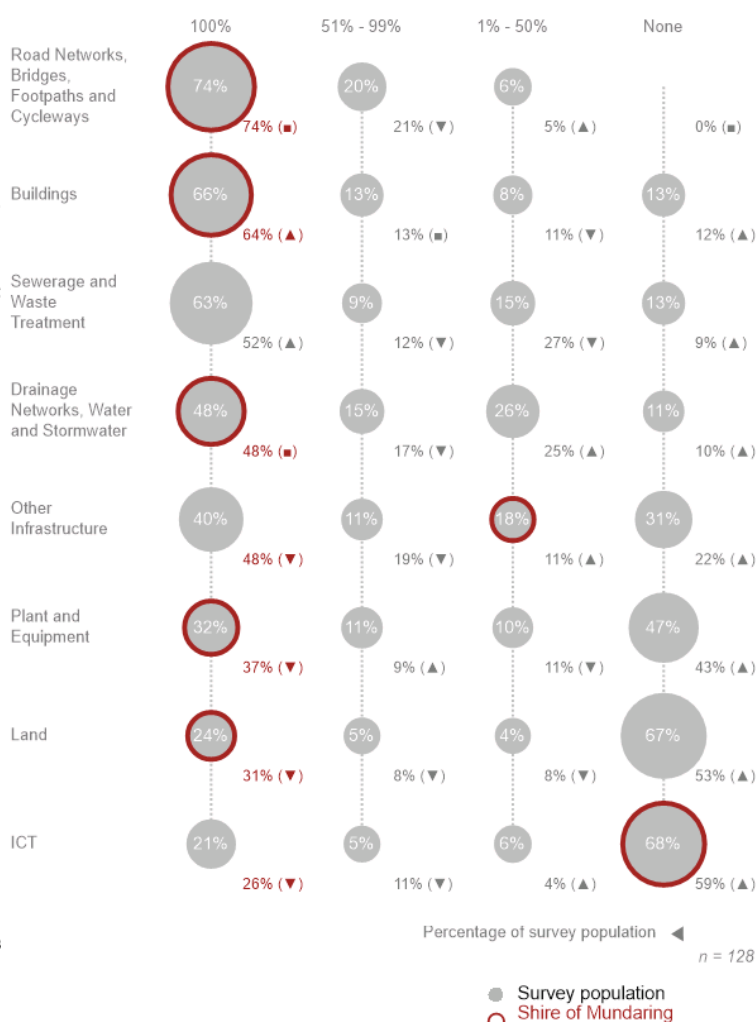
Looking into these main categories, we found that there are 74% of councils that use formal condition ratings for all of their *Road networks*, followed by 66% of councils formally rating all of their *Buildings*, 63% of councils formally rating all of their *Sewerage and waste treatment* assets, and 48% of councils covering their *Drainage networks*.

In the top category of *Road networks, bridges, footpaths and cycleways*, where more councils use conditions ratings, we observe 100% of SA councils and 93% or more NSW and WA councils with half or more of this asset class being formally rated, compared to a lower level of 82% of NZ councils. This is possibly due to the methodology adopted by NZ councils for point testing their roads.

The difference is more pronounced in *Buildings*, where just 43% of NZ councils use condition ratings on half or more of the assets in this category, compared to 94% of WA, 85% of NSW and 81% of SA councils. This trend also exists in *Drainage networks*, where 40% of NZ councils use condition ratings on half or more of the assets in this category, compared to 59% of SA, 77% of NSW and 55% of WA councils.

When assessing impact of council size in this analysis, we found that small councils are more likely to rate a higher percentage of their assets in two of the main categories, than large councils. Across *Drainage networks*, 90% of small councils use condition ratings on more than half of the assets in this category, compared to just 24% of large councils; and in *Sewerage and waste treatment*, where again 88% of small councils rate more than half of the assets, compared to 67% of large councils.

Figure 7.2: Percentage of assets with formal condition ratings in place



Asset ratings

Maturity rating model

An asset management maturity rating model assists with optimising decisions when it comes to the type of treatments required to effectively manage assets. The model allows for an asset to be rated based on its performance and service potential, rather than simply looking at the age of the asset.

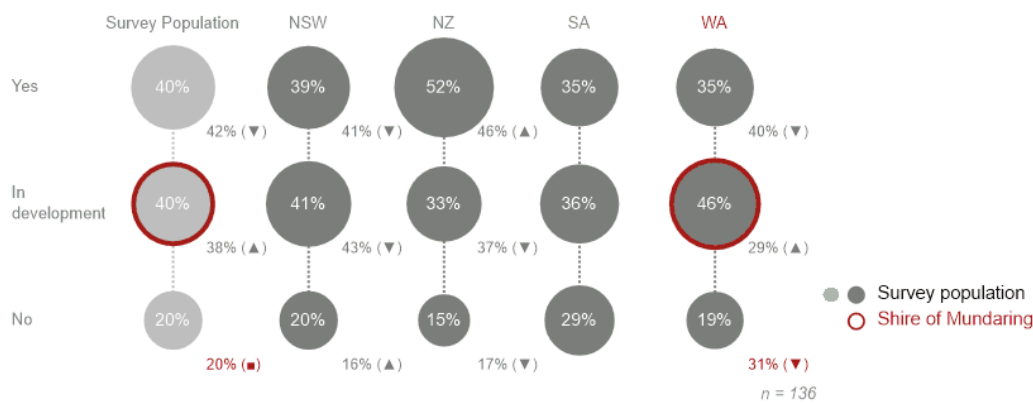
As part of the approach to effective asset management, we are observing 40% of councils using a maturity rating model, with an encouraging further 40% of councils in the process of developing one.

Given WA councils are now in their second year of this program, it is encouraging to see a large shift in the proportion of WA councils developing a maturity rating model, with 46% doing so, up from 29% in the prior year.

NZ councils are more likely to already be using a maturity rating model, with 52% already assessing their assets in this way, up from 46% in the prior year.

SA councils have the most opportunity to implement further rigour in the assessment of their assets, with only 35% using a maturity rating model and 36% developing one.

Figure 7-3: Does your council have an asset management maturity rating model that it applies to its assets?



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Asset Management

Strategic asset management

Reporting to council

A visible and well-communicated strategic asset management plan creates a focus on the priority areas of investment for the council, both now and into the future, thereby informing council and residents on the future direction of spend on asset renewal and growth.

Our findings highlight a more pronounced gap in SA and WA councils, with 12% and 10% of councils respectively, operating without a strategic asset management plan, when compared to NSW (5%) and NZ (4%) councils.

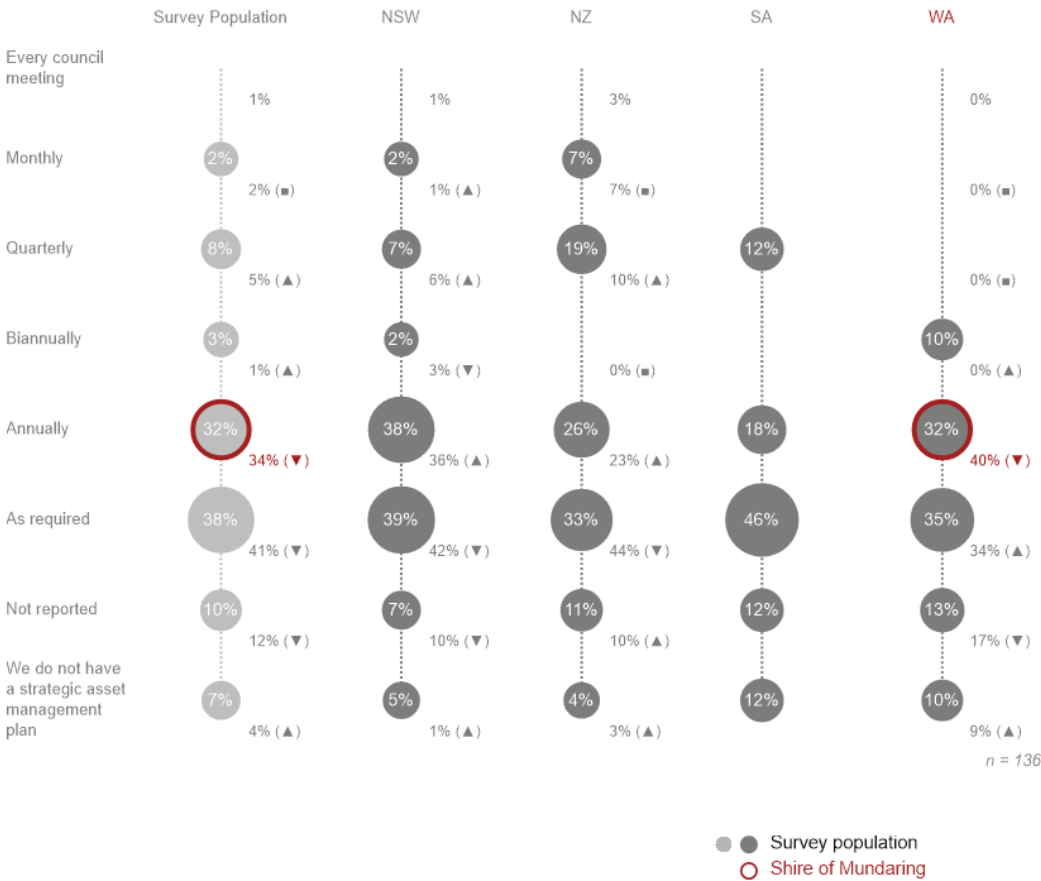
In regards to the reactive nature of reporting to council on the management of assets in accordance with the strategic asset management plan, we see a trend in the right direction.

The proportion of councils reporting 'as required' has decreased to 38%, compared to 41% in the prior year. In addition, there was a further decrease in the proportion of councils that do not report at all, decreasing from 12% to 10% of councils.

It is also encouraging to see an upward trend in proactive reporting, with 10% of councils now reporting at least quarterly on the management of their assets, compared to 7% in the prior year.

NZ councils continue to apply more rigour in their approach to reporting on the state of their assets to council, with 26% reporting at least quarterly, compared to 12% of SA, 9% of NSW councils, and no WA councils. The minimum frequency of reporting in WA councils is twice a year, with 10% doing so, followed by 32% reporting annually.

Figure 7.4: How frequently is the management of your assets formally reported to council in accordance with your strategic AM plan?



Strategic asset management

Link to financial plan

NZ councils remain focused on attempting to fulfil the objective of financially linking the strategic asset management plan to the long term financial plan.

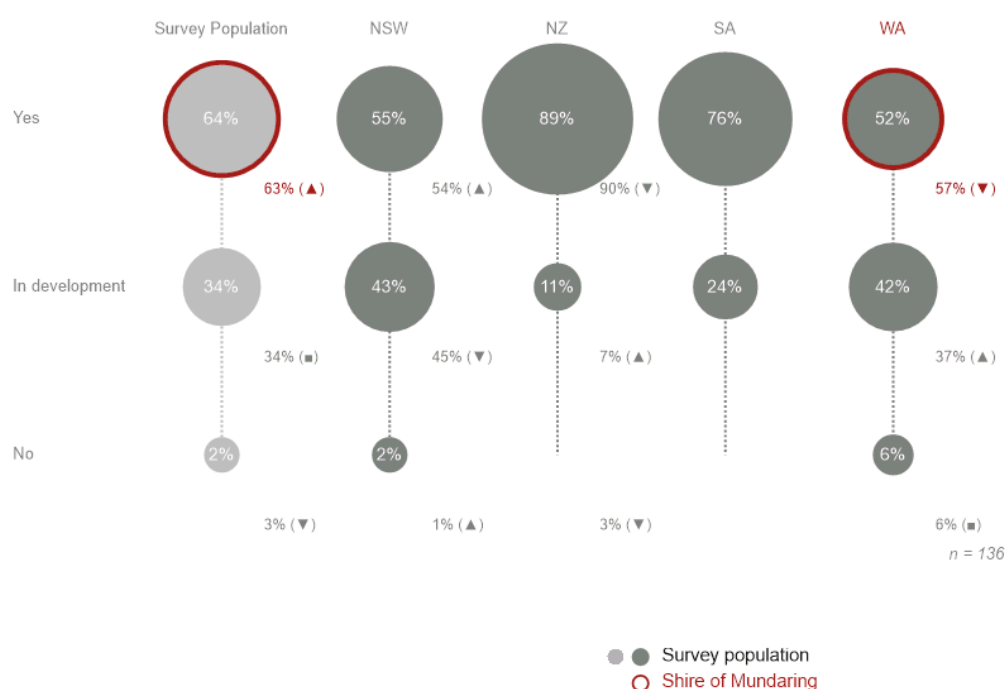
Due to changes to the NZ legislation in 2014, this position is being strengthened because NZ councils triennially have to develop overarching 30 year infrastructure and financial strategies. The second iteration of this requirement is currently being developed for adoption by councils in 2018.

As such in FY17, we observe 89% of NZ councils currently applying this approach, with a further 11% in development.

In Australia, SA councils are ahead of the other states in this area, with 76% of councils having a strategic asset management plan financially linked to the long term financial plan. In comparison, just 55% of NSW and 52% of WA councils apply this approach.



Figure 7.5: Do you have a strategic asset management plan that financially links to the long term financial plan?



Financial asset planning

Self-sustaining asset renewal

We have assessed the extent to which a council's long term financial plan aims to generate sufficient operational revenue to maintain its assets. The term self-sustaining relates to the extent that each council can fund its own activities without the assistance of outside grants.

Our findings show that 58% of councils now have an approved long term financial plan that delivers self-sustaining council asset renewal (including roads), compared to 53% in the prior year.

Given the extensive road network that rural councils must maintain and the higher reliance on grants as a source of revenue, it is interesting to note the closing gap between rural and metro councils in self-sustaining asset renewal. We now see 60% of rural councils (up from 47% in the prior year), compared to 64% of metro councils, being in a position to provide long term self-sustaining asset renewal.

Geographically, 65% of WA councils report self-sustaining asset renewal (up from 49% in the prior year). We now see 56% of NZ councils with a financial plan that aims to generate sufficient operating revenue to cover asset renewal (including roads), compared to 70% in the prior year. Meanwhile, just 54% of NSW (up from 50% in the prior year) and 64% of SA councils claim self-sustaining asset renewal.

Figure 7.6: Does your approved long term financial plan deliver self-sustaining council asset renewal? (type of council)

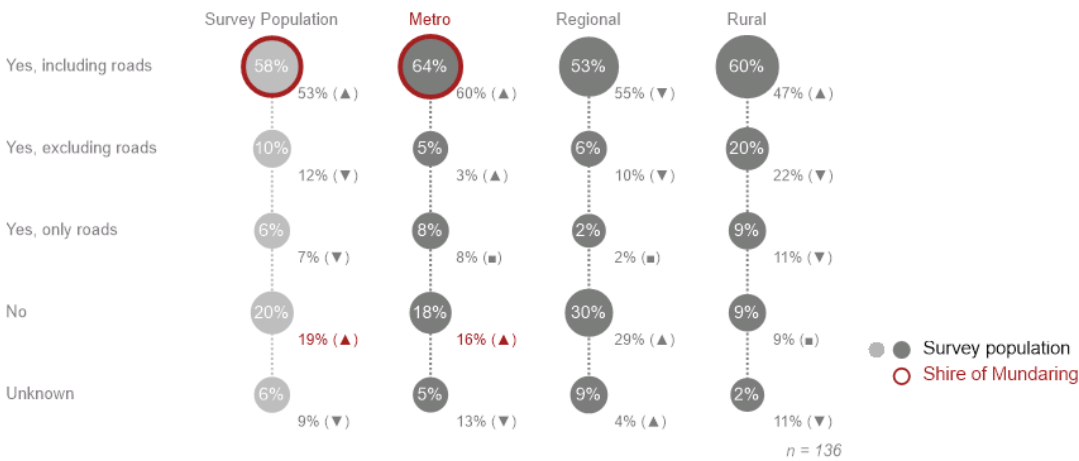


Figure 7.7: Does your approved long term financial plan deliver self-sustaining council asset renewal? (council jurisdiction)



Asset strategic planning

Primary responsibility for corporate and services assets

Councils rely heavily on asset managers to assume the primary responsibility and accountability for the strategic planning of larger infrastructure assets versus corporate assets; 61% of councils allocate primary responsibility to asset managers for infrastructure assets, compared to 29% of councils for corporate assets.

However, our findings suggest a slight shift in the allocation of primary responsibility from the asset managers to the business unit (BU) managers.

For services assets, 24% of councils rely on BU managers in assuming the primary responsibility role for these assets, up from 17% in the prior year.

For corporate assets, 35% of councils now rely on BU managers for the strategic asset planning of these shorter life assets, compared to 28% in the prior year.

In large councils, we see that the majority of the primary responsibility for corporate assets sits with BU managers (52%), followed by asset managers (37%). In the prior year, we observed small councils spreading the responsibility for corporate assets across the four functions. However, similar to the shift in the overall survey population, we now see an increase in responsibility for BU managers in small councils, increasing to 38%, up from 28% in the prior year.

Large councils mainly use two functions in the strategic planning of higher-valued services assets; asset managers (70%) and business unit managers (26%). In contrast, the CEO in small and medium-sized councils plays both the role of leader as well as a more active hands-on role in the strategic planning of services assets, with 19% of small councils and 14% of medium councils relying on the CEO, compared to 4% of large councils.

Figure 7.8: Which function maintains primary responsibility and accountability for strategic planning of your corporate and services assets?

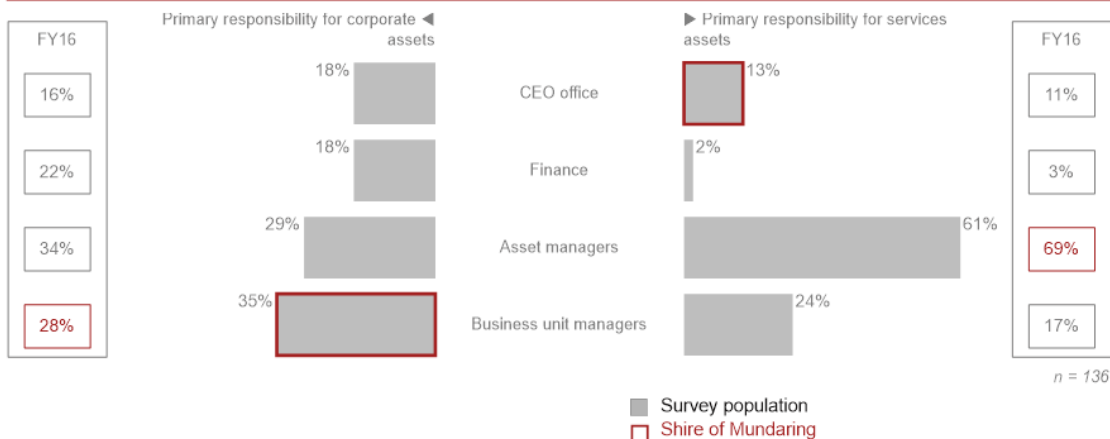
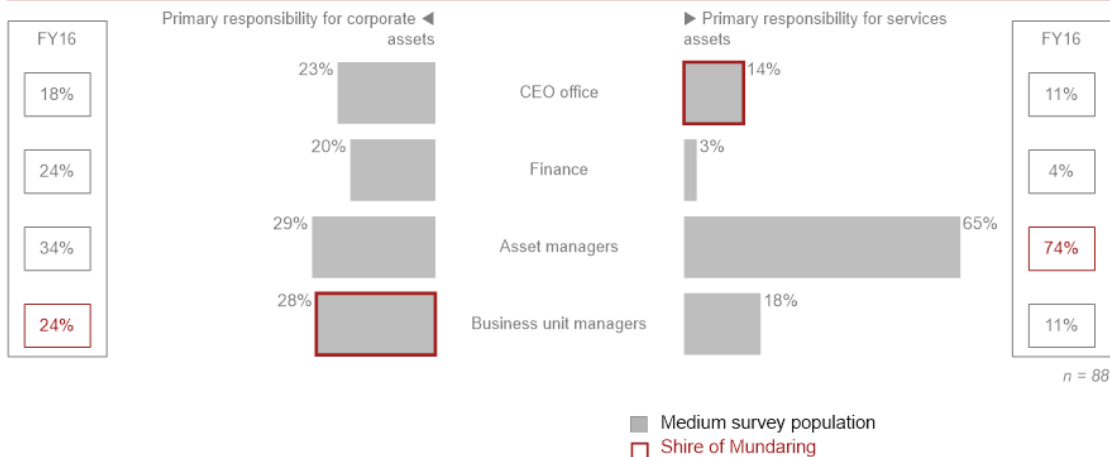


Figure 7.9: Which function maintains primary responsibility and accountability for strategic planning of your corporate and services assets? (Medium councils only)



Asset management responsibility

Day to day responsibility for corporate and services assets

As part of our analysis, we also looked at the function(s) that play a role in the day to day management of both services and corporate assets. In this case, councils could select more than one function for both categories of assets.

With the larger infrastructure assets, our results show a lower reliance on specialist asset managers for day-to-day responsibility, falling from 84% to 76% of councils, with an uptick in the increased responsibility for day-to-day management by finance (17% of councils, up from 9% in the prior year) and the CEO office (10% of councils, up from 4%). This trend is observed across all council jurisdictions.

In comparison, business unit managers are given more day to day responsibility on corporate assets in 62% of councils, compared to 51% of councils allocating this type of responsibility to asset managers.

We also observe finance and the CEO office playing an important role in the day to day management of corporate assets, with 43% of councils using finance and 18% using the CEO office. These results are higher than the prior year results, particularly for the CEO office, increasing from 10% of councils. This increase is mainly driven by NSW and NZ councils.

When it comes to managing the more highly-valued services assets on a day-to-day basis, we see NSW and NZ councils more likely to use asset managers (82% and 74%) rather than business unit managers (59% and 56%). Conversely, there is a lesser reliance on specialised asset managers in SA and WA councils; 65% and 71% respectively rely on asset managers, indicating a lesser degree of specialisation on the larger infrastructure assets.

Figure 7.10: Which function(s) maintain day to day responsibility and accountability for managing corporate and services assets?

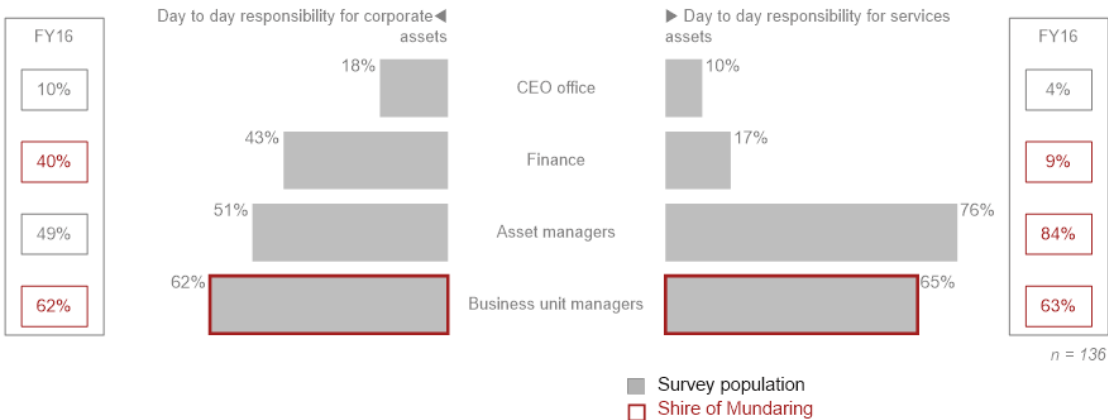
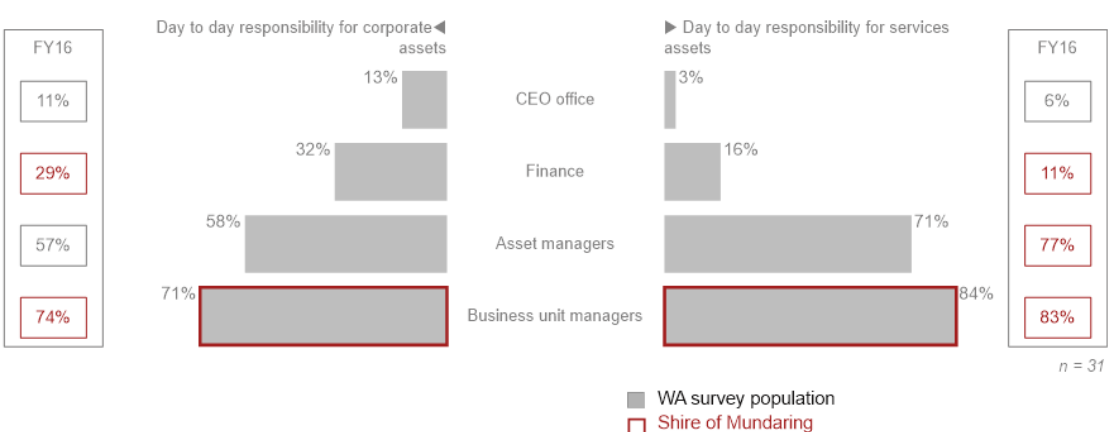


Figure 7.11: Which function(s) maintain day to day responsibility and accountability for managing corporate and services assets? (WA councils only)





Participating Councils

List of participating councils by jurisdiction

The table below shows the list of participating councils that make up the survey population in the FY17 LG Performance Excellence Survey Program:



New South Wales

- | | |
|--------------------------------|--|
| 1. Albury City Council | 31. Lithgow City Council |
| 2. Armidale Regional Council | 32. Liverpool City Council |
| 3. Ballina Shire Council | 33. Midcoast Council |
| 4. Bathurst Regional Council | 34. Murrumbidgee Council |
| 5. Bega Valley Shire Council | 35. Nambucca Shire Council |
| 6. Bellingen Shire Council | 36. Narrabri Shire Council |
| 7. Bland Shire Council | 37. Narrandera Shire Council |
| 8. Blayney Shire Council | 38. Newcastle City Council |
| 9. Broken Hill Council | 39. Oberon Council |
| 10. Byron Shire Council | 40. Parkes Shire Council |
| 11. Cabonne Shire Council | 41. Penrith City Council |
| 12. Cessnock City Council | 42. Port Macquarie - Hastings Council |
| 13. City of Canada Bay Council | 43. Port Stephens Council |
| 14. Clarence Valley Council | 44. Queanbeyan - Palerang Regional Council |
| 15. Coffs Harbour City Council | 45. Richmond Valley Council |
| 16. Coolamon Shire Council | 46. Shellharbour City Council |
| 17. Dubbo Regional Council | 47. Shoalhaven City Council |
| 18. Eurobodalla Shire Council | 48. Singleton Council |
| 19. Georges River Council | 49. Snowy Valleys Council |
| 20. Goulburn Mulwaree Council | 50. Sutherland Shire Council |
| 21. Greater Hume Shire Council | 51. Tamworth Regional Council |
| 22. Griffith City Council | 52. Temora Shire Council |
| 23. Gwydir Shire Council | 53. Tweed Shire Council |
| 24. Hilltops Council | 54. Upper Hunter Shire Council |
| 25. Hunters Hill Council | 55. Upper Lachlan Shire Council |
| 26. Kempsey Shire Council | 56. Uralla Shire Council |
| 27. Kiama Municipal Council | 57. Willoughby City Council |
| 28. Lachlan Shire Council | 58. Wingecaribee Shire Council |
| 29. Lake Macquarie Council | 59. Wollongong City Council |
| 30. Lane Cove Council | 60. Yass Valley Council |



New Zealand

- | | |
|--|--|
| 1. Ashburton District Council | 15. Porirua City Council |
| 2. Auckland Council | 16. Rangitikei District Council |
| 3. Clutha District Council | 17. Ruapehu District Council |
| 4. Dunedin City Council | 18. South Waikato District Council |
| 5. Environment Canterbury Regional Council | 19. Southland District Council |
| 6. Far North District Council | 20. Taranaki District Council |
| 7. Gisborne District Council | 21. Tasman District Council |
| 8. Hauraki District Council | 22. Waikato Regional Council |
| 9. Hurunui District Council | 23. Wairoa District Council |
| 10. Masterton District Council | 24. Waitaki District Council |
| 11. Nelson City Council | 25. Wellington District Council |
| 12. New Plymouth District Council | 26. Western Bay of Plenty District Council |
| 13. Northland Regional Council | 27. Whangarei District Council |
| 14. Otago Regional Council | |



South Australia

- | | |
|----------------------------------|--|
| 1. Adelaide Hills Council | 10. Copper Coast Council |
| 2. Alexandrina Council | 11. District Council of Mount Remarkable |
| 3. City of Adelaide | 12. Flinders Ranges Council |
| 4. City of Charles Sturt | 13. Mount Barker District Council |
| 5. City of Onkaparinga | 14. Naracoorte Lucindale Council |
| 6. City of Port Adelaide Enfield | 15. Port Pirie Regional Council |
| 7. City of Prospect | 16. Wakefield Regional Council |
| 8. City of Salisbury | 17. Yorke Peninsula Council |
| 9. City of Victor Harbor | |



Western Australia

1. City of Armadale
2. City of Bayswater
3. City of Bunbury
4. City of Canning
5. City of Cockburn
6. City of Gosnells
7. City of Joondalup
8. City of Kalgoorlie - Boulder
9. City of Melville
10. City of Perth
11. City of Rockingham
12. City of Subiaco
13. City of Swan
14. City of Wanneroo
15. Shire of Augusta - Margaret River
16. Shire of Capel
17. Shire of Cuballing
18. Shire of Dardanup
19. Shire of Harvey
20. Shire of Irwin
21. Shire of Kalamunda
22. Shire of Katanning
23. Shire of Merredin
24. Shire of Mundaring
25. Shire of Murray
26. Shire of Northam
27. Shire of Serpentine Jarrahdale
28. Town of Cambridge
29. Town of Mosman Park
30. Town of Port Hedland
31. Town of Victoria Park



Queensland

1. Whitsunday Regional Council

Contacts

Contacts

The LG Performance Excellence Program FY17 is produced in conjunction with Local Government Professionals Australia, NSW and the results are analysed by PwC.



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Definitions

Definitions

Headcount

Headcount includes permanent and fixed term contract employees based on your submitted HR extract. Casual employees are excluded. We calculate headcount at two points in the financial year, 1 July for opening headcount and 30 June for closing headcount

Full time equivalents (FTE)

FTE includes permanent, fixed term contract employees and casuals based on your submitted HR extract. We calculate FTE at two points in the financial year, 1 July for opening FTE and 30 June for closing FTE.

Calculating headcount or FTE at 1 July 2016

Headcount or FTE employees with the following criteria are included:

- Start date on or before 1 July 2016
- An FTE status greater than zero at 1 July 2016 (FTEs of zero or blank are NOT included)

Headcount or FTE employees with the following are excluded:

- A termination date before 1 July 2016

Calculating headcount or FTE at 30 June 2017

Headcount or FTE employees with the following criteria are included:

- Start date on or before 30 June 2017
- An FTE status greater than zero at 30 June 2017 (FTEs of zero or blank are NOT included)

Headcount or FTE employees with the following are excluded:

- A termination date before 30 June 2017

Calculating Service area FTE

The calculation for FTE by service area is made up of two components:

1. The sum of all closing FTE at 30 June for permanent and fixed term contract staff where no casual hours were worked during the year
2. If casual hours were worked during the year, we ignore the closing FTE value for those staff and instead sum those casual hours worked in a particular service area throughout the financial year and convert into an FTE value by using a 38 hour week. This reflects the seasonal nature of some service areas eg. pools, beach control.

Definitions

Headcount

When we refer to your 'workforce', 'employees' or 'staff' it relates to headcount thereby including only permanent and fixed term contract employees. If we use full-time equivalents, we will always refer to this group as FTE employees or refer to it in the metric name, for example, Actual training spend per FTE.

Staff levels

General Manager or CEO – This is the one person responsible for managing the council. In NSW, they are referred to as the General Manager, in WA the CEO, and in New Zealand this position is the Chief Executive (Tier 1). For the purposes of this survey, this position is called GM/CEO throughout the report.

Director – Senior executives responsible for individual directorates/areas. In New Zealand, this is a Tier 2 position and reports directly to the Chief Executive. This level could also be a high level specialist role with few direct reports or they could manage a unit - this may vary from council to council.

Manager – Typically a manager of a unit which reports to a Director. In New Zealand, this could be a Tier 3 or 4 position. Responsibilities include strategic planning, budget, team building and development, dealing with complex staff situations and other issues. This person is considered the technical expert in the field of work.

Team Leader – Responsible for a large team of operational staff and would be involved in some difficult conversations with staff. Accountable for budget and operational targets and would rely on existing procedures or precedents to resolve problems. Able to deal with a level of complexity regarding customer interactions and contact.

Supervisor – Generally reports to a team leader. Responsible for supervising a small team of staff, overseeing the day to day operational tasks and ensuring these are met. Responsible for planning activities and resources up to a week in advance. When making decisions, Team Leader consultation would be required. Limited responsibility for budget.

Other Staff – This category relates to all other staff that are not a GM, CEO, Director, Manager, Team Leader or Supervisor.

Service Areas

For further information on service area definitions, please refer to section Appendix A in the FY17 Participant Guide available on Datapoint.

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10.4 Proposed Closure of Right of Way Lot 66 Bilgoman Road, Glen Forrest - Request to Commence Consultation

File Code	Bi 1(66)
Author	Liam Noonan, Manager Design Services
Senior Employee	Shane Purdy, Director Infrastructure Services
Disclosure of Any Interest	Nil
Attachments	1. Locality Plan ↓ 2. ROW Diagram 2156 ↓

In accordance with Council Decision C9.04.18 Item 10.4 was considered after Item 10.1.

10.5 Proposed Road Dedication of Pedestrian Access Way Strip - Lot 55 Stoneville Road, Stoneville

File Code	St 13(55) - PAW
Author	Liam Noonan, Manager Design Services
Senior Employee	Shane Purdy, Director Infrastructure Services
Disclosure of Any Interest	Nil
Attachments	1. Diagram 91382 & 90977 ↓ 2. Location Plan ↓

SUMMARY

To facilitate the potential subdivision of Lot 40 Goddard Place, Stoneville, it is proposed to dedicate the adjacent Pedestrian Access Way strip to road reserve. For this to occur Council must request the Minister for Lands dedicate the Pedestrian Access Way as road reserve.

BACKGROUND

A 0.1 metre wide Pedestrian Access Way (PAW) was historically common and created on a plan of subdivision to notate the prohibition of vehicle access to and from adjoining properties along that particular road frontage to which it was applied.

Such a PAW strip was created on Diagram 90977 and is formally described as Lot 55 Stoneville Road, Stoneville. The adjoining land was subdivided following the PAW creation and the PAW strip now adjoins Lots 39 and 40 (formerly Lot 198) as shown on Diagram of Survey 91832. Both Diagram of Surveys are shown at Attachment 1.

The owners of Lot 40 Goddard Place have requested the Shire dedicate the PAW to road reservation to facilitate the subdivision of the property into three lots. Two lots would front Goddard Place and the proposed rear lot would access Stoneville Road (refer location plan at Attachment 2).

STATUTORY / LEGAL IMPLICATIONS

Section 56 of the *Land Administration Act 1997* and regulation 8 of the *Land Administration Regulations 1998* provide the enabling legislation to dedicate the PAW strip as road reservation. Only a local government in which district the land falls is able to undertake the appropriate steps required by the legislation.

A requirement of the *Land Administration Act 1997* dedication process is for the Shire to indemnify the Minister for Lands against any claims or actions that may arise out of such action.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

All costs, if any in dealing with the land transfer, will be borne by the landowner of Lot 40 Goddard Place.

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 4 - Built environment

Objective 4.1 – A place that is connected, safe and easy to move around

Strategy 4.1.1 – Improve safety on road, cycle and footpath networks

SUSTAINABILITY IMPLICATIONS

Nil

RISK IMPLICATIONS

Financial Impact

Risk: Financial - Claim against the Shire for indemnifying the Minister for Lands to dedicate as road the PAW		
Likelihood	Consequence	Rating
Rare	Insignificant	Low
Action / Strategy		
As the land is Crown land and effectively a narrow strip for which the purpose is notification of restriction in vehicle movement, a legitimate claim for any compensation is highly improbable.		

EXTERNAL CONSULTATION

In order to progress a request for road dedication the consent of the Department of Planning, Lands and Heritage is required. The Department of Planning Lands and Heritage has advised that it has no objections to the proposal.

COMMENT

On-site assessment of the verge vegetation and sight distance requirements associated with a potential future placement of a crossover did not highlight any concerns. It is noted such a crossover would be consistent with other properties fronting Stoneville Road in the vicinity.

It is recommended the Minister for Lands be requested to dedicate the PAW as road reservation and, in so doing, the Shire shall indemnify the Minister for Lands against any claims or actions that may arise out of such action.

VOTING REQUIREMENT

Simple Majority

COUNCIL DECISION RECOMMENDATION		C13.04.18	
Moved by	Cr Fox	Seconded by	Cr Burbidge

That Council, pursuant to section 56 of the *Land Administration Act 1997* -

1. supports the road dedication of the Pedestrian Access Way, being Lot 55 Stoneville Road on Diagram 90977;
2. requests the Minister for Lands authorise the road dedication; and
3. indemnifies the Minister for Lands against any claims or actions that may arise out of such action.

CARRIED 10/2

For: Cr Daw, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

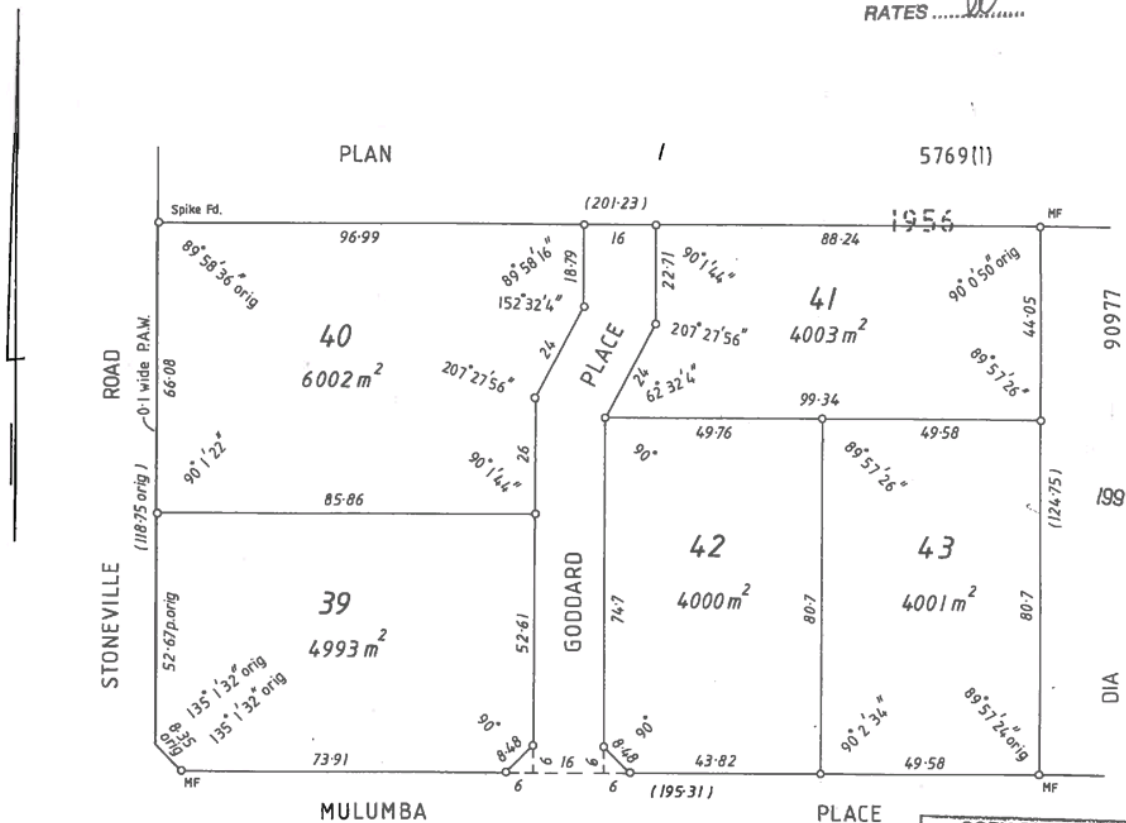
Against: Cr Driver and Cr Jeans

LAND DESCRIPTION	ON	CERTIFICATE OF TITLE	FIELD BOOK	
LOT 198 OF SWAN LOC 1956	PLAN DIAGRAM INDEX BG 34(2) 31.34, 32.34 PUBLIC	VOLUME 1722 FOLIO 450	71582	TOTAL AREA 2.5073 ha

LOCAL AUTHORITY: SHIRE OF MUNDARING

LIMITED IN DEPTH TO 609.6 METRES

LOCALITY: STONEVILLE

COPY RECEIVED
RATES.....


WILSON & MACKAY
LICENSED SURVEYORS
 LOT 4 RICHARDSON ROAD,
 PARKERVILLE W.A. 6053
 TELEPHONE: 295 4104

COPY OF SURVEY
APPROVED
 18 NOV 1996
 BY
 WESTERN AUSTRALIAN
 PLANNING COMMISSION

20 10 0 20 40 60 80

SURVEYORS CERTIFICATE IAN J. MACKAY hereby certify that (REG 54) this plan of survey is a correct and accurate representation of the survey carried out by me personally or under my own personal supervision, inspection and field check, and recorded in Field Books lodged for the purposes of this plan of survey; the measurements are in strict accordance with the Licensed Surveyors (Guidance of Surveyors) Regulations 1961 and in particular regulations 23 and 34 of those regulations; and this survey and this plan of survey are in strict accordance with the requirements of the Licensed Surveyors (Guidance of Surveyors) Regulations 1961 and the relevant law in relation to which it is lodged.		APPROVED BY STATE PLANNING COMMISSION FILE 95594 DATE FOR CHAIRMAN MINISTRY FOR PLANNING 4 R NOV 1996		LODGED DATE 7.6.96 FEE PAID \$388 ASSESS. No. 127660 127661 TYPE OF VALIDATION Full Audit Legal Component N.D. TUCKER DOCKET 91412 CERTIFIED BY <i>[Signature]</i> 3.5.96 CORRECT F.S.C. No.		SCALE 1:1000 ALL DISTANCES ARE IN METRES IN ORDER FOR DEALINGS SUBJECT TO FOR INSPECTOR OF PLANS & SURVEYS DATE APPROVED DATE INSPECTOR OF PLANS & SURVEYS OFFICE OF TITLES DIAGRAM	
--	--	---	--	--	--	--	--

id 367114

LAND DESCRIPTION	ON	CERTIFICATE OF TITLE	FIELD BOOK	DIA 90977
LOT 2 OF SWAN LOC 1956	PLAN 5769 (1)	VOLUME 1722	FOLIO 450	
	DIAGRAM	P.A.W. 2077	266	
	INDEX BG 34(2) 31.34, 32.34			
	PUBLIC			
				TOTAL AREA 5.0204 ha

LOCAL AUTHORITY: SHIRE OF MUNDARING
LOCALITY: STONEVILLE

LIMITED IN DEPTH TO 609.6 METRES

ENLGT. NOT TO SCALE

P.A.W. (P.EDESTRIAN ACCESS WAY) as shown on this Survey is amended to Lot 55.

Regulation 6 Transfer of Land (Survey) Regulation 1995
Corr. 1775-2000-01
Date: 29/8/2005

PLAN 1

STONEVILLE ROAD

MULUMBA PLACE

DEDICATED TOWN PLANNING & DEVELOPMENT ACT SEC 28 (2)

WILSON & MACKAY
LICENSED SURVEYORS
LOT 4 RICHARDSON ROAD,
PARKERVILLE W.A. 6003
TELEPHONE: 286 4104

P.A.W. (PEDESTRIAN ACCESS WAY) TO VEST
IN THE CROWN UNDER SECTION 20A OF
THE T.P. & D. ACT.

40 20 0 40 60 120

REG NO. 726	SURVEYORS	CERTIFICATE	APPROVED BY	LODGED	SCALE
IAN J. MACKAY	STATE PLANNING COMMISSION	DATE 26.3.96	DATE 26.3.96	SCALE 1:2000	
hereby certify that - REG. 54)	FILE 95594	DATE 13.5.96	DATE 13.5.96	ALL DISTANCES ARE IN METRES	
a) this plan of survey is a correct and accurate representation of the survey carried out by me personally/under my own personal supervision, inspection and field check, and recorded in Field Books lodged for the purposes of this plan of survey;	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	IN ORDER FOR DEALINGS	
b) the measurements are in strict accordance with the Licensed Surveyors' Guidance of Surveyors' Regulations 1961 and in particular regulations 23 and 34 of those regulations; and	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	SUBJECT TO	
c) this survey and this plan of survey are in strict accordance with the requirements of the Licensed Surveyors' Guidance of Surveyors' Regulations 1961 and the relevant law in relation to which it is lodged.	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	SEC 20A & 28(2) OF	
	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	T.P. & D. ACT	
	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	15.5.96	
	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	FOR INSPECTION OF PLANS & SURVEYS	
	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	APPROVED	
	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	DATE 18.6.96	
	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	INSPECTOR OF PLANS & SURVEYS	
	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	OFFICE OF TITLES	
	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	DIAGRAM	
	DATE 13.5.96	DATE 13.5.96	DATE 13.5.96	90977	

LANDGATE COPY OF ORIGINAL NOT TO SCALE Wed Mar 5 11:31:09 2014 JOB 44090780



10.6 Statement of Financial Activity for period ended 28 February 2018

File Code	FI.RPT 2
Author	Stan Kocian, Manager Finance and Governance
Senior Employee	Paul O'Connor, Director Corporate Services
Disclosure of Any Interest	Nil
Attachments	1. Statement of Financial Activity for period ended 28 February 2018 ↓

SUMMARY

The monthly financial statements disclose the Shire's financial position as at 28 February 2018.

The closing budget position as at 28 February 2018 is a surplus of \$19,343,643 compared to a budget year to date surplus of \$14,984,189 and year end surplus of \$1,886,328 as per the original budget adopted by Council (SC8.07.17). As per the mid-year budget review the revised forecast year end surplus is \$2,057,838 (C27.02.18).

BACKGROUND

The monthly financial report is presented in accordance with the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*.

A statement of financial activity and any accompanying documents are to be presented to the Council at an ordinary meeting of the Council within two months after the end of the month to which the statement relates.

The Statement of Financial Activity Report summarises the Shire's operating activities and non-operating activities.

STATUTORY / LEGAL IMPLICATIONS

Regulation 34(1) of the *Local Government (Financial Management) Regulations 1996* requires a local government to prepare each month a statement of financial activity.

Regulation 34(2) requires the statement of financial activity to report on the sources and applications of funds, as set out in the annual budget.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Financial implications are in accordance with the approved reporting material variances (C20.06.17) of:

- (+) or (-) \$50,000 or 10%, whichever is the greater for Revenue; and

- (+) or (-) \$100,000 or 10%, whichever is the greater for Expenses

within the monthly Statement of Financial Activity during the 2017/18 financial year.

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 1 - Governance

Objective 1.1 – A fiscally responsible Shire that prioritises spending appropriately

Strategy 1.1.1 – Prudently consider resource allocation

SUSTAINABILITY IMPLICATIONS

Nil

RISK IMPLICATIONS

Financial Impact

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

EXTERNAL CONSULTATION

Nil

COMMENT

The reports that accompany this item are as follows:

- Statement of Financial Activity (based on the Rate Setting Statement adopted in the annual budget) for the period ending 28 February 2018
- The closing budget position for the period ending 28 February 2018 and comparison to the year to date budget and same period last year
- Year to date comparison to budget for operating revenue, operating expenses and capital expenses
- An explanation of the material variances in the Statement of Financial Activity
- Summary of Cash Investments with financial institutions as at 28 February 2018.

In relation to the material variances, “timing” differences are due to the monthly spread of the budget not matching the actual spread of revenue or expenditure. Timing differences will not result in a forecast adjustment.

Where the material variance is flagged as “permanent” this indicates that a forecast adjustment to the annual budget is required or has been made.

The Shire has a surplus of \$19,343,643 as at 28 February 2018, compared to a year to date budgeted surplus of \$14,984,189. The cash balance in the Municipal Fund is \$17,625,837. The total cash balance of the Reserve Funds is \$17,377,233.

VOTING REQUIREMENT

Simple Majority

COUNCIL DECISION RECOMMENDATION		C14.04.18	
Moved by	Cr Russell	Seconded by	Cr Fox

That Council notes:

- a) the closing position of the Shire for the period ending 28 February 2018 is a surplus of \$19,343,643 compared to the year to date budgeted surplus of \$14,984,189; and
- b) the explanation of material variances in the Statement of Financial Activity contained in the attachment.

CARRIED 12/0

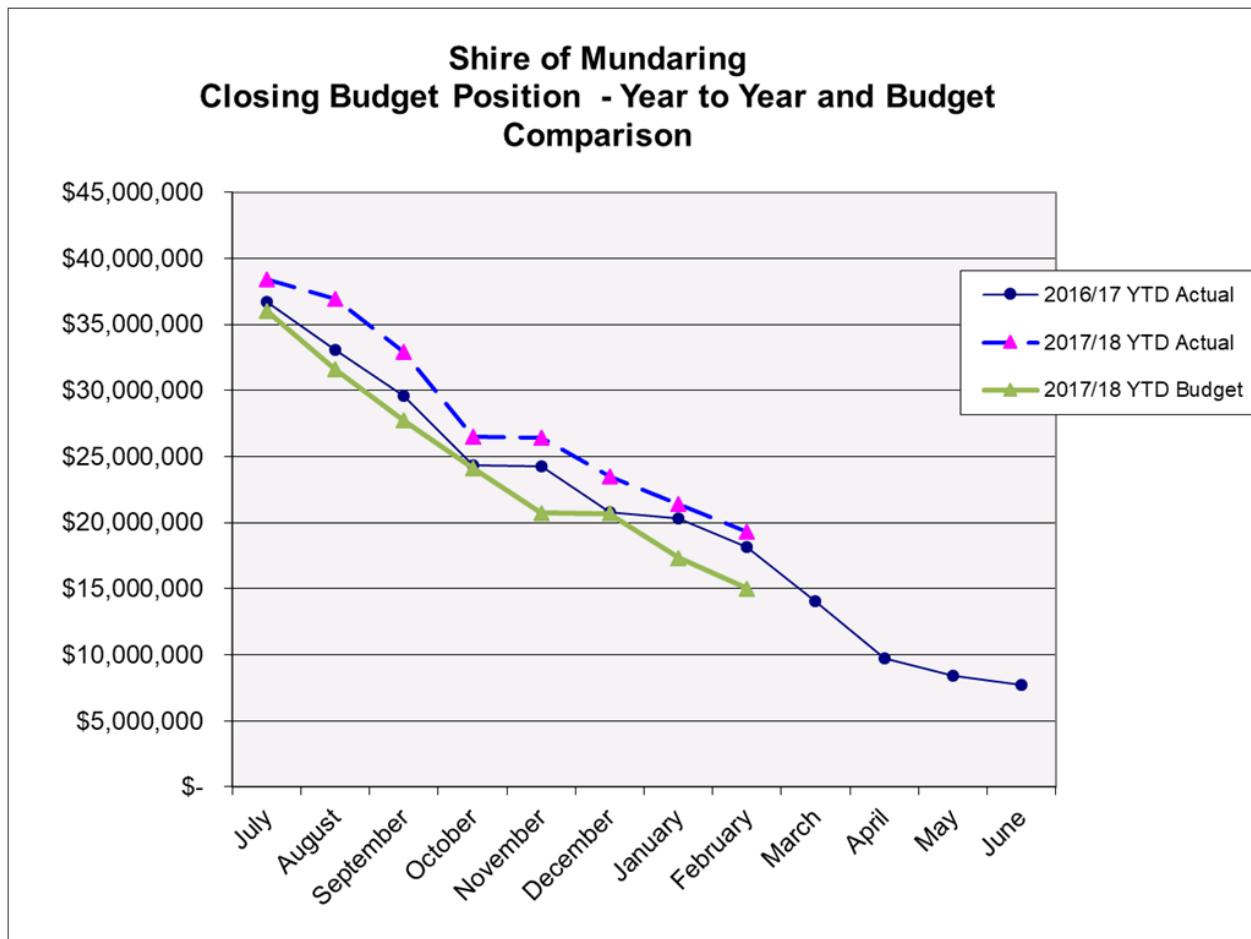
For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

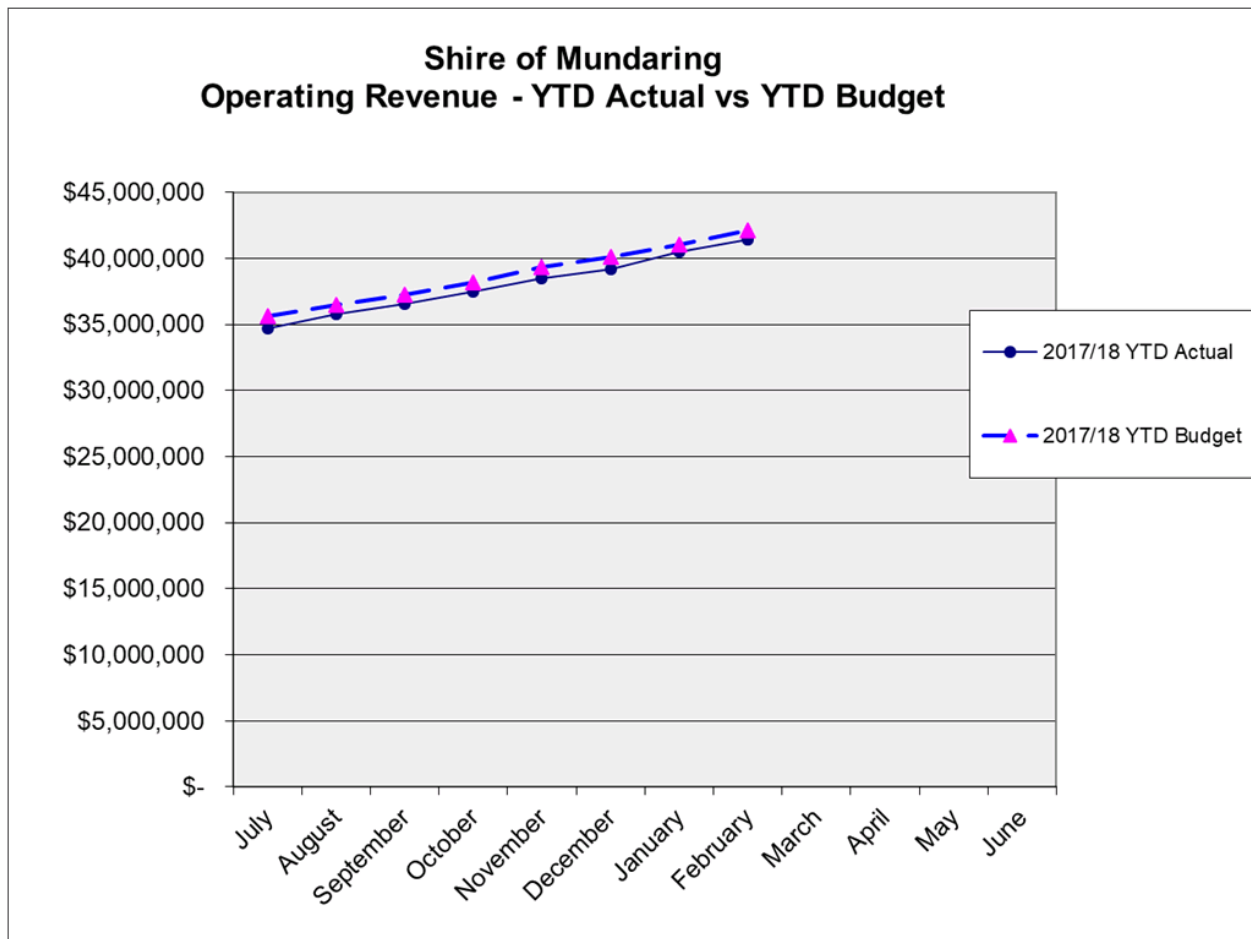
Against: Nil

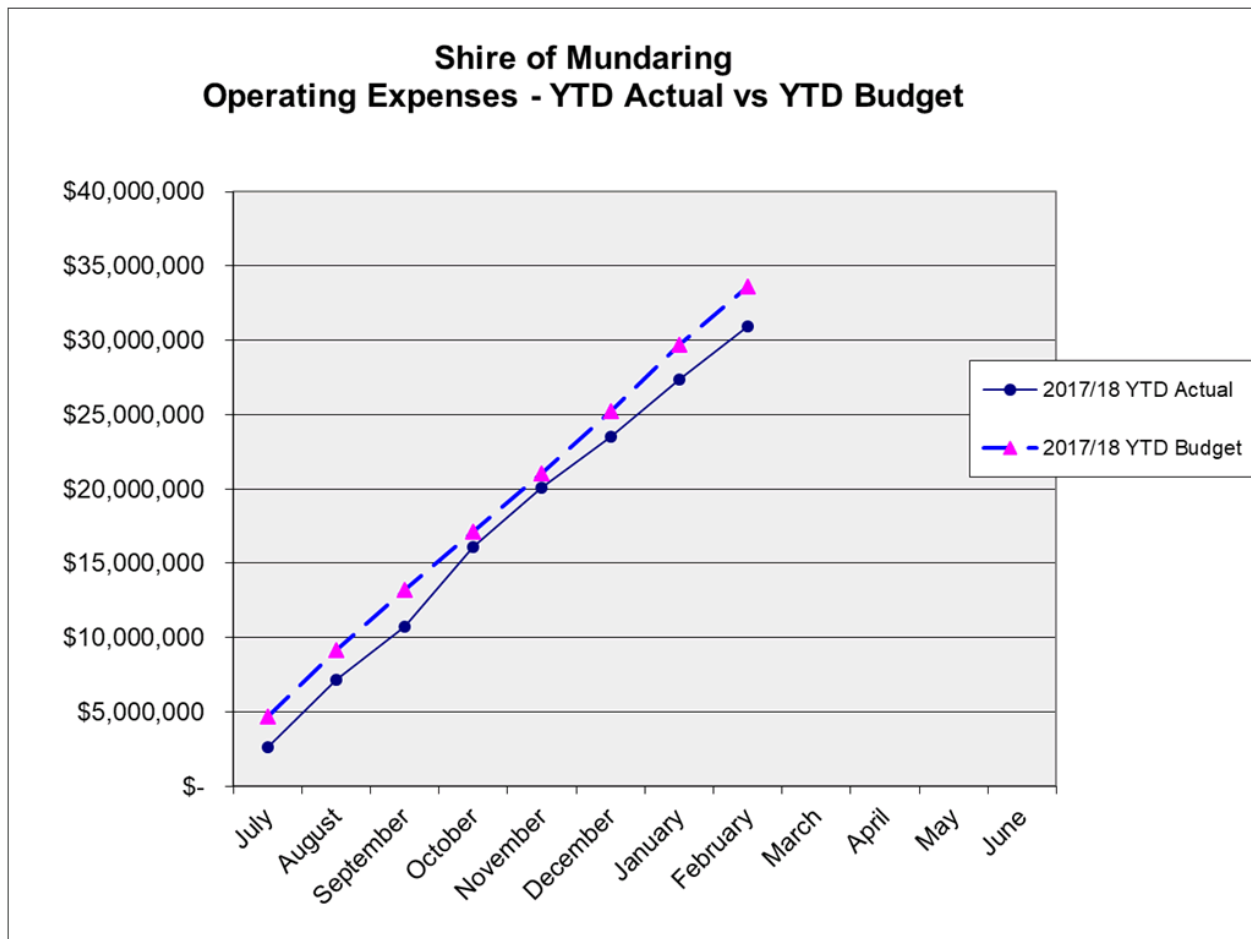
**Shire of Mundaring
Statement of Financial Activity
for period ending 28 February 2018**

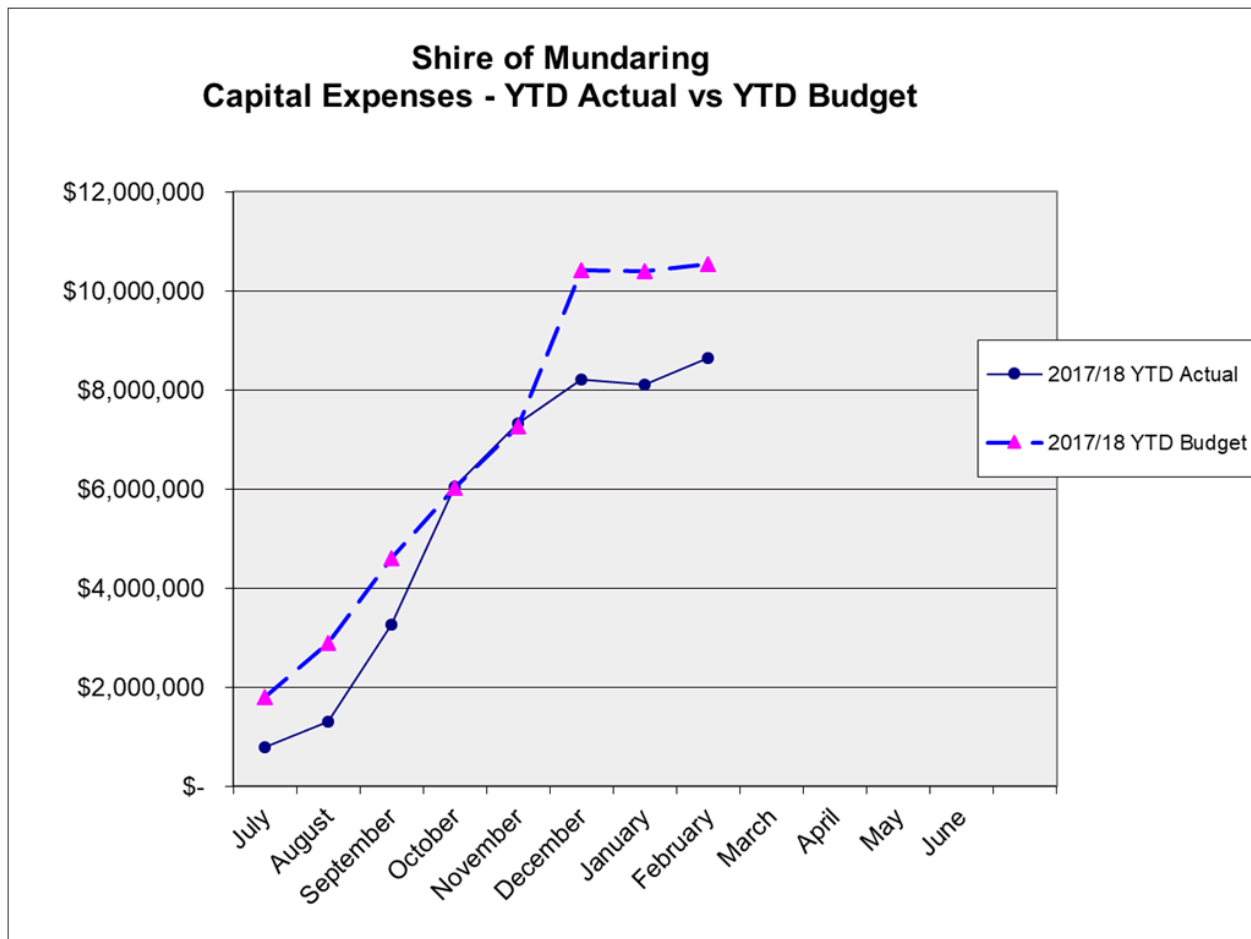
	2017/18 YTD Budget \$	2017/18 YTD Actuals \$	2017/18 BUDGET \$	YTD Variance \$	YTD Variance %
Opening Funding Surplus/(Deficit)	6,069,313	7,720,764	6,069,313		
Revenue from operating activities					
General Purpose Funding - Rates	27,250,863	26,388,969	27,296,129	(861,894)	-3.2%
General Purpose Funding - Other	1,664,584	1,403,988	2,336,990	(260,596)	-15.7%
Governance	83,308	268,756	108,800	185,448	222.6%
Law, Order & Public Safety	405,378	343,860	519,200	(61,518)	-15.2%
Health	45,308	51,121	55,700	5,813	12.8%
Education & Welfare	3,427,291	3,718,281	5,181,184	290,990	8.5%
Community Amenities	7,797,251	7,816,082	7,975,885	18,831	0.2%
Recreation and Culture	876,884	1,011,073	1,336,930	134,189	15.3%
Transport	-	12,872	48,000	(100,572)	781.3%
Economic Services	221,792	193,623	332,185	(28,169)	-12.7%
Other Property and Services	362,206	334,946	539,455	(27,260)	-7.5%
Total	42,121,993	41,417,255	45,730,458		
Expenditure from operating activities					
General Purpose Funding	(433,680)	(441,268)	(646,034)	7,588	-1.7%
Governance	(3,947,025)	(3,373,656)	(5,725,188)	(573,369)	14.5%
Law, Order & Public Safety	(1,624,084)	(1,540,761)	(2,369,109)	(83,323)	5.1%
Health	(519,742)	(425,347)	(736,140)	(94,395)	18.2%
Education & Welfare	(4,675,243)	(4,544,413)	(6,868,933)	(130,830)	2.8%
Community Amenities	(6,233,721)	(5,656,541)	(9,293,460)	(577,180)	9.3%
Recreation and Culture	(7,466,803)	(6,431,909)	(11,131,497)	(1,034,894)	13.9%
Transport	(7,033,275)	(7,262,003)	(10,742,224)	228,728	-3.3%
Economic Services	(505,353)	(496,294)	(733,653)	(9,059)	1.8%
Other Property and Services	(1,148,351)	(731,078)	(1,705,281)	(417,274)	36.3%
Total	(33,587,277)	(30,903,269)	(49,951,519)		
Operating activities excluded from rate setting					
Depreciation on Assets	5,715,392	4,709,931	8,573,167	1,005,461	17.6%
(Profit)/Loss on Disposal of Assets	29,136	181,046	43,700	(151,910)	-521.4%
Deferred Rates Adjustment	0	58,800	-	(58,800)	0.0%
Amount attributable to operating activities	14,279,244	15,463,763	4,395,806		
Investing Activities					
Proceeds from Disposal of Assets	1,126,437	224,500	2,709,437	(901,937)	-80.1%
Grants and Contributions	771,988	1,467,957	3,264,108	695,969	90.2%
Purchase Property, Plant & Equipment	(7,840,694)	(5,056,487)	(9,621,600)	(2,784,207)	35.5%
Purchase Infrastructure	(2,703,851)	(3,594,078)	(4,713,616)	890,227	-32.9%
Amount attributable to investing activities	(8,646,120)	(6,958,108)	(8,361,671)		
Financing Activities					
Repayment of Debentures	(384,712)	(381,646)	(577,065)	(3,066)	0.8%
Transfers from Reserves	5,191,656	4,101,437	6,976,732	(1,090,219)	-21.0%
Transfers to Reserves	(1,515,192)	(602,567)	(6,616,787)	(912,625)	60.2%
Amount attributable to financing activities	3,291,752	3,117,225	(217,120)		
Closing Funding Surplus/(Deficit)	14,994,189	19,343,643	1,886,328		

NET CURRENT ASSETS- BUDGET SURPLUS/(DEFICIT)		
	Actual 28 February 2017	Actual 28 February 2018
CURRENT ASSETS		
Rates & Sanitation Debtors	6,678,871	6,654,905
Debtors	545,767	338,712
TOTAL RECEIVABLES - CURRENT	7,224,637	6,993,617
STOCK ON HAND	89,488	97,143
CASH ASSETS		
Municipal	15,770,608	17,625,837
Restricted Cash	23,459,711	17,377,233
Total Bank Accounts	39,230,319	35,003,071
TOTAL CURRENT ASSETS	46,544,444	42,093,831
CURRENT LIABILITIES		
Creditors	(1,758,285)	(2,094,344)
Borrowings - Current Portion	(550,311)	(577,065)
Provisions	(3,193,548)	(3,278,611)
	(5,502,144)	(5,950,020)
NET CURRENT ASSETS	41,042,300	36,143,811
Less Reserve Funds	(23,459,711)	(17,377,233)
Add Current Loan Liability	550,311	577,065
CLOSING BUDGET SURPLUS/(DEFICIT)	18,132,900	19,343,643









Explanation of Material Variances				
The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date budget materially.				
The material variance for revenue adopted by Council for the 2017/18 year is \$50,000 or 10% whichever is the greater.				
The material variance for expenses adopted by Council for the 2017/18 year is \$100,000 or 10% whichever is the greater.				
Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
Revenue from operating activities				
General Purpose Funding -Rates	(861,894)	(3%)	Timing	Impact of rates of \$908,744 received in advance as at 30/6/2017. Impact will self adjust when 30/6/2018 rates are finalised i.e. when rates received in advance for 17/18 are accounted for.
General Purpose Funding - Other	(260,596)	(16%)	Timing	Impact of YTD variance of interest earned of municipal and reserve investments - YTD impact \$285,024. Interest revenue will be recognised as Investments mature.
Governance	185,448	223%	Permanent	LGIS refund - impact is \$107,064. Centrelink reimbursements received for paid parental leave - impact is \$42,530.
Law, Order & Public Safety	(61,518)	(15%)	Timing	Timing of ESL grant funds (actual less than YTD budget) - impact \$75,475
Health	5,813	13%	Permanent	Health Services fees and charges are greater than YTD budget. Year end forecast has been increased by \$4,500.
Education & Welfare	290,990	8%	Timing	Timing of child care subsidies and grant income for Children Services - YTD income greater than YTD Budget. Impact \$296,546
Community Amenities	18,831	0%		Within Variance threshold
Recreation and Culture	134,189	15%	Timing	Income for Bilgoman Pool is \$36,204 greater than YTD budget. Income from Lake Leschenaultia is \$33,032 greater than YTD budget. Unbudgeted grant income of \$32,500 received for works relating to Blackberry control.
Transport	(100,572)	781%	Permanent	Loss on sale of major plant - impact \$126,146. Forecast adjusted in mid-year budget review.
Economic Services	(28,169)	(13%)	Permanent	Income from Building Application fees is \$45,936 less than YTD budget. Year end forecast reduced by \$30,000.
Other Property and Services	(27,260)	(8%)		Within Variance threshold

Expenditure from operating activities				
General Purpose Funding	7,588	(1.7%)		Within Variance threshold
Governance	(573,369)	14.5%	Permanent	YTD depreciation on admin buildings \$131,704 less than YTD budget. Primarily due to remaining useful lives being increased as part of assessment of Fair Value for Buildings as at 30 June 2017. Forecast adjusted in mid-year budget review. IT operating expenses \$363,002 less than YTD budget no permanent saving identified.
Law, Order & Public Safety	(83,323)	5.1%		Within Variance threshold
Health	(94,395)	18.2%	Timing	Environmental Health operating expenses - \$44,235 less than YTD budget. No savings have been identified, however forecast for depreciation on buildings has been reduced by \$21,816 as part of the mid-year budget review.
Education & Welfare	(130,830)	2.8%	Timing	Maintenance costs for building relating to Education and Welfare are \$51,627 less than YTD budget.
Community Amenities	(577,180)	9.3%	Timing	Waste management operating expenses \$562,496 less than YTD budget.
Recreation and Culture	(1,034,894)	13.9%	Permanent	YTD depreciation on community buildings \$762,280 less than YTD budget. Primarily due to remaining useful lives being increased as part of assessment of Fair Value for Buildings as at 30 June 2017. Forecast adjusted as part of mid-year budget review. Maintenance costs on community buildings is \$146,609 less than YTD budget. YTD operating costs for Mt Helena Aquatic Centre are \$60,710 less than YTD budget - year end forecast reduced in mid-year budget review.
Transport	228,728	(3.3%)	Timing	YTD expenses (\$757,738) for drainage maintenance is greater than YTD Budget (\$519,832) - Total Budget is \$779,740. YTD expenses (\$741,571) for street tree maintenance and sight clearing is greater than YTD Budget (\$691,800) - Total Budget \$1,037,715. Year end forecast increased by \$30,000.
Economic Services	(9,059)	1.8%		Within Variance threshold
Other Property and Services	(417,274)	36.3%	Timing	Timing of allocation of engineering overheads - impact \$454,405 due to pre-allocation of these overheads.

Operating activities excluded from rate setting				
Depreciation on Assets	1,005,461	18%	Permanent	YTD depreciation on buildings \$971,739 less than YTD budget. Due to remaining useful lives being increased as part of assessment of Fair Value for Buildings as at 30 June 2017. Forecast adjusted in mid-year budget review.
(Profit)/Loss on Disposal of Assets	(151,910)	(521%)	Permanent	Actual YTD loss on disposal is greater than YTD Budget. Forecast adjusted in mid-year budget review.
Investing Activities				
Proceeds from Disposal of Assets	(901,937)	(80%)	Timing	YTD Budget less than YTD actual. No land sales have occurred.
Grants and Contributions	695,969	90%	Timing	Roads to Recovery and Blackspot grant funding received earlier than anticipated in budget. Impact \$349,943. A forecast increase of \$200,000 for State Government grant funding which was not anticipated in the budget. \$150,000 of these funds has been allocated to floodlighting at the Mundaring tennis courts, whilst \$50,000 has been allocated to playground upgrades at Noblewood Estate (Leno Court) and Parkerville Oval. A forecast increase of \$84,500 in grant funding relating to unclaimed grant funding for 2016/17 for the Harry Riseborough Oval change rooms.
Purchase Property, Plant & Equipment	(2,784,207)	36%	Timing	Actual expenses for Mundaring Arena \$1,936,753 less than YTD budget. Expenditure on Plant and Vehicle replacement program \$781,517 less than YTD budget.
Purchase Infrastructure	890,227	(33%)	Permanent	Impact of incomplete works carried over from 16/17. Year end forecast adjusted as part of mid-year budget review.
Financing Activities				
Repayment of Debentures	(3,066)	1%		Within Variance threshold
Transfers from Reserves	(1,090,219)	(21%)	Timing	Timing of transfers from Civic Facilities Reserve to fund Mundaring Arena. Impact \$1,715,583.
Transfers to Reserves	(912,625)	60%	Timing	Timing of transfers to reserves. Most transfers will occur 30 June 2018. No transfers to the Capital Investment Reserves due to land sales not eventuating as yet.

SHIRE OF MUNDARING
INVESTMENT SUMMARY as at 28 February 2018

MUNICIPAL FUNDS

		Amount Invested	Interest Rate	Period of Investment	Investment Date	Maturity Date
<u>Unrestricted Use Funds</u>						
1	Bendigo Investment Account (on Call)	5,236,401	1.40%	N/A	N/A	N/A
129	NAB	2,559,678	2.55%	365 days	21-Aug-17	21-Aug-18
132	Suncorp Bank	5,000,000	2.50%	180 days	13-Sep-17	12-Mar-18
133	BankWest	2,525,715	2.45%	91 days	12-Feb-18	14-May-18
135	NAB	2,012,427	2.45%	120 days	12-Dec-17	11-Apr-18
Total		17,334,221				

RESERVE FUNDS

2	Bendigo Investment Account (on Call)	248,331	1.40%	N/A	N/A	N/A
60A	Bendigo	1,421,725	2.65%	368 days	22-Sep-17	25-Sep-18
107	ANZ	2,418,644	2.25%	182 days	29-Jan-18	30-Jul-18
108	ANZ	1,806,058	2.25%	181 days	17-Jan-18	17-Jul-18
126	BankWest	3,100,246	2.50%	272 days	23-Jun-17	22-Mar-18
127	NAB	3,641,348	2.54%	180 days	13-Oct-17	11-Apr-18
128	Westpac	4,697,724	2.58%	273 days	19-Jan-18	19-Oct-18
Total		17,334,075.65				

TOTAL MUNI / RESERVE INVESTMENTS **\$34,668,297**

TRUST FUNDS

Road Construction/POS Funds

3	Bendigo Investment Account (on Call)	\$1,298,241	1.40%	N/A	N/A	N/A
58	BankWest	\$1,456,321	2.50%	120 days	29-Jan-18	29-May-18
98	BankWest	\$1,252,850	2.45%	365 days	1-Aug-17	1-Aug-18
99	BankWest	\$1,252,899	2.47%	273 days	4-Aug-17	4-May-18
TOTAL TRUST INVESTMENTS		5,260,310.58				

10.7 List of Payments made during February 2018

File Code	FI.RPT 1
Author	Stan Kocian, Manager Finance & Governance
Senior Employee	Paul O'Connor, Director Corporate Services
Disclosure of Any Interest	Nil
Attachments	1. Cheque and NAB Payments February 2018 ↓

SUMMARY

A list of accounts paid from the Municipal Fund or Trust Fund under the Chief Executive Officer's delegated authority for the month of February 2018 is presented to Council for noting.

BACKGROUND

Council has delegated to the Chief Executive Officer (CEO) the exercise of its power to make payments from the Shire's Municipal and Trust Funds. In accordance with Regulation 13 of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid is to be presented to Council and be recorded in the minutes of the meeting at which the list was presented

STATUTORY / LEGAL IMPLICATIONS

Regulation 13 of the Local Government (Financial Management) Regulations 1996 states:

(1) If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared –

- (a) the payee's name;*
- (b) the amount of the payment;*
- (c) the date of the payment; and*
- (d) sufficient information to identify the transaction*

(3) A list prepared under sub regulation (1) or (2) is to be –

- (a) presented to council at the next ordinary meeting of the council after the list is prepared; and*
- (b) recorded in the minutes of that meeting*

POLICY IMPLICATIONS

AS-04 Purchasing Policy

FINANCIAL IMPLICATIONS

All payments have been made in accordance with the approved budget and provides for the effective and timely payment of the Shire's contractors and other creditors

STRATEGIC IMPLICATIONS

Mundaring 2026 Strategic Community Plan

Priority 1 - Governance

Objective 1.1 – A fiscally responsible Shire that prioritises spending appropriately

Strategy 1.1.1 – Prudently consider resource allocation

SUSTAINABILITY IMPLICATIONS

Expenditure has been incurred in accordance with budget parameters, which have been structured on financial viability and sustainability principles

RISK IMPLICATIONS

Nil

EXTERNAL CONSULTATION

Nil

COMMENT

Nil

VOTING REQUIREMENT

Simple Majority

COUNCIL DECISION RECOMMENDATION		C15.04.18	
Moved by	Cr Jones	Seconded by	Cr Russell

That Council notes the list of payments made during February 2018 as attached in **Attachment 1**.

CARRIED 12/0

For: Cr Daw, Cr Driver, Cr Fox, Cr Burbidge, Cr Fisher, Cr Jeans, Cr Jones, Cr Lavell, Cr Martin, Cr Brennan, Cr Green and Cr Russell

Against: Nil

PAYMENTS BETWEEN MEETINGS

In compliance with *Regulation 13 of the Local Government (Financial Management) Regulations 1996* (as amended) a list of accounts paid since the last such list was prepared is to be presented to the next Ordinary Meeting of Council and included in the minutes of that meeting.

CERTIFICATION

The attached schedule of accounts paid is for the period made during February 2018 totalling **\$3,659,897.83** be received by Council covers:

- Municipal Cheques 200181 - 200186;
- Electronic Funds Transfers; and
- Trust Fund Cheques 400337 – 400349

has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services as to prices, computations, costings, and amounts due for payment.

Cheques have been signed in accordance with Council resolution R23120 and Instrument of Delegation - Reference: CE - 1 of the Delegations of Authority Register dated 22 July 1997.

Under Section 5.46 (3) of the *Local Government Act* and *Regulation 19 of the Local Government (Administration) Regulations*, this record of the Exercise of Delegated Authority is registered.



DIRECTOR CORPORATE SERVICES

Schedule of Accounts:

	Amounts \$	Total \$
MUNICIPAL ACCOUNT		
MUNICIPAL CHEQUE PAYMENTS	202,387.21	
EFT PAYMENTS	2,390,535.36	
EFT PAYROLL PAYMENTS	962,961.06	
NATIONAL AUSTRALIA BANK (NAB PURCHASE CARD)	29,977.02	
 FLEETCARE FUEL PAYMENTS	 5,765.52	
COMMONWEALTH BANK BPOINT FEES	3,495.60	
BENDIGO MERCHANT BANK FEES	5,888.18	
GENERAL PROCEDURE CLAIM FEES	10,388.60	
BENDIGO DIRECT DEBIT FEES	309.58	
EZIDEBIT BANK FEES	315.56	
HP FINANCIAL SERVICES - EQUIPMENT LEASE	21,557.80	
KONICA MINOLTA – EQUIPMENT LEASE	2,849.07	
PUMA FUEL	-	
 TOTAL MUNICIPAL ACCOUNT		 3,636,430.1
 TRUST ACCOUNT		 23,467.1
 TOTAL ALL SCHEDULES		 3,659,897.1

Payee	Cheque No	Date	Details	Sub Total	Total
Shire of Mundaring - Municipal Fund	Account : 633-000 - 159416347				
Cheque Details					
Shire of Mundaring	00200181	02/02/2018	FBT		\$200,792.00
	FBT	02/02/2018	FBT APRIL 2017 - MARCH 2018	\$200,792.00	
Shire of Mundaring	00200182	02/02/2018	PETTY CASH		\$97.95
	PETTY CASH	02/02/2018	REIMBURSEMENT OF PETTY CASH - LAKE LESCHENAULTIA	\$97.95	
Department of Transport	00200183	09/02/2018	VEHICLE LICENCES		\$117.60
	AR394 REGO	16/01/2018	BOAT REGISTRATION	\$117.60	
Shire of Mundaring	00200184	16/02/2018	PETTY CASH		\$608.90
	PETTY CASH	15/02/2018	REIMBURSEMENT OF PETTY CASH - BROWN PARK	\$298.00	
	PETTY CASH	15/02/2018	REIMBURSEMENT OF PETTY CASH - BOYA LIBRARY	\$310.90	
Shire of Mundaring	00200185	22/02/2018	PETTY CASH		\$755.65
	PETTY CASH	22/02/2018	REIMBURSEMENT OF PETTY CASH - ADMIN	\$755.65	
Swan View Tennis Club	00200186	28/02/2018	REFUND		\$15.21
	Overpayment	28/02/2018	REFUND FOR OVERPAYMENT OF INVOICE	\$15.21	
			Total Confirmation Cheques		\$202,387.21
Electronic Funds Transfer					
Water Corporation	1993.34-01	01/02/2018	WATER RATES & FEES		\$9,580.80
	9004697117	16/01/2018	WATER RATES & FEES	\$1,244.77	
	9004694442	16/01/2018	WATER RATES & FEES	\$16.23	
	9004697985	16/01/2018	WATER RATES & FEES	\$5,526.11	
	9004656438	23/01/2018	WATER RATES & FEES	\$127.49	
	9004697977	23/01/2018	WATER RATES & FEES	\$104.31	
	9004663580	24/01/2018	WATER RATES & FEES	\$30.13	
	9012388904	25/01/2018	WATER RATES & FEES	\$1,002.61	
	9004697539	16/01/2018	WATER RATES & FEES	\$551.68	
	9015437724	16/01/2018	WATER RATES & FEES	\$987.47	
Ms G A Turpin	1994.10452-01	01/02/2018	RATES REFUND		\$1,000.00
	REFUND	01/02/2018	RATES REFUND	\$1,000.00	
Ms I M Scott	1994.12366-01	01/02/2018	RATES REFUND		\$326.41
	REFUND	01/02/2018	RATES REFUND	\$326.41	
DLC Gardens Cleaning & Maintenance (Debra Crowe T/A)	1995.10312-01	05/02/2018	GARDENING		\$1,322.50
	0401	31/01/2018	GARDENING	\$315.00	
	0402	31/01/2018	GARDENING	\$472.50	
	0403	31/01/2018	GARDENING	\$220.00	
	0404	31/01/2018	CLEANING	\$315.00	
Commercial Aquatics Australia Pty Ltd	1995.10337-01	05/02/2018	CHLORINE SCREENS		\$61.05
	12040	10/01/2018	CHLORINE SCREENS	\$61.05	
Mammoth Equipment & Exhausts	1995.10803-01	05/02/2018	VEHICLE SUPPLIES		\$159.50
	58177	19/01/2018	1 X 200 LITRE AD BLUE	\$159.50	

Payee	Cheque No	Date	Details	Sub Total	Total
Frontline Fire & Rescue Equipment	1995.11135-01	05/02/2018	EQUIPMENT PURCHASES		\$1,504.00
	58836	02/02/2018	EQUIPMENT PURCHASES	\$1,175.65	
	58876	02/02/2018	EQUIPMENT PURCHASES	\$87.78	
	58874	02/02/2018	EQUIPMENT PURCHASES	\$240.57	
ASK Waste Management	1995.11294-01	05/02/2018	CONSULTING SERVICES		\$4,598.00
	467	01/02/2018	OPERATION MANAGEMENT PLAN	\$1,364.00	
	472	01/02/2018	OPERATION MANAGEMENT PLAN	\$3,234.00	
Swan Valley Fresh (Vendor Management Solutions Pty Ltd T/A)	1995.11474-01	05/02/2018	KIOSK SUPPLIES		\$653.79
	00017261	30/01/2018	KIOSK SUPPLIES	\$491.70	
	00017192	30/01/2018	KIOSK SUPPLIES	\$162.09	
Contra-Flow Pty Ltd	1995.11580-01	05/02/2018	TRAFFIC MANAGEMENT		\$1,915.60
	11742125	01/02/2018	TRAFFIC MANAGEMENT	\$1,915.60	
ATCO Structures & Logistics Pty Ltd	1995.11800-01	05/02/2018	CONSTRUCTION CONTRACT		\$62,401.44
	423078003096A	05/02/2018	SUPPLY & INSTALL DEMOUNTABLE CHANGE ROOMS - HARRY	\$62,401.44	
Minda Mia Contracting	1995.1188-01	05/02/2018	GARDENING		\$22,052.40
	00004250	01/02/2018	GARDENING	\$13,274.40	
	00004256	02/02/2018	WATERING OPERATIONS	\$8,778.00	
Mr B Warchomij	1995.11912-01	05/02/2018	PHOTOGRAPHY		\$990.00
	100-71	31/01/2018	PHOTOGRAPHY	\$660.00	
	100-73	02/02/2018	PHOTOGRAPHY	\$330.00	
Mundaring Smash Repairs (WA Panel Works Pty Ltd T/A)	1995.11921-01	05/02/2018	VEHICLE REPAIRS		\$1,325.98
	62434	10/01/2018	REPAIRS TO 058MDG	\$1,325.98	
Eastern Hills Towing (WA Panel Works Pty Ltd T/A)	1995.11922-01	05/02/2018	TOWING		\$352.00
	62435	12/01/2018	TOWING	\$176.00	
	62451	16/01/2018	TOWING	\$176.00	
The Stationery Co (C Willis & D J Willis T/A)	1995.11953-01	05/02/2018	STATIONERY		\$50.35
	152858	16/01/2018	STATIONERY	\$26.95	
	152722	02/02/2018	STATIONERY	\$23.40	
Skyworks WA Pty Ltd	1995.11991-01	05/02/2018	PROMOTIONAL VIDEO		\$847.00
	00130	16/01/2018	PROMOTIONAL VIDEO	\$847.00	
AFGR Equipment Australia Pty Ltd	1995.12027-01	05/02/2018	PARTS		\$109.00
	1707740	11/01/2018	SUPPLY OF PARTS FOR 00 MDG P281 Z TRACK MOWER	\$66.96	
	1707864	11/01/2018	PARTS FOR 00MDG	\$42.04	
Recruitwest Pty Ltd	1995.12078-01	05/02/2018	TEMP STAFF		\$2,687.34
	C INV 480407	02/02/2018	TEMP STAFF - DEPOT	\$2,687.34	
Shurfter Guard Pty Ltd	1995.12098-01	05/02/2018	ROLLER SHUTTERS		\$3,150.00
	3338	02/02/2018	MT HELENA AQUATIC ROLLER SHUTTERS	\$3,150.00	
Biobean Coffee Pty Ltd	1995.12185-01	05/02/2018	PROVISIONS FOR REFLECTIONS CAFE		\$330.00
	00006569	10/01/2018	PROVISIONS FOR REFLECTIONS CAFE	\$330.00	

Payee	Cheque No	Date	Details	Sub Total	Total
One Stop Success Pty Ltd T/A Star West Party Hire	1995.12234-01	05/02/2018	EQUIPMENT HIRE		\$1,940.00
	1226	30/01/2018	EQUIPMENT HIRE	\$970.00	
	1163	31/01/2018	EQUIPMENT HIRE	\$970.00	
Swimming Pool Leak Location Service	1995.12291-01	05/02/2018	REPAIRS		\$280.00
	00001069	01/02/2018	REPAIRS	\$280.00	
Terratree Pty Ltd	1995.12300-01	05/02/2018	ENVIRONMENTAL SERVICES		\$10,926.65
	#1702702	31/01/2018	RESERVE ASSESSMENTS	\$10,926.65	
Stewart G Shackell Pty Ltd	1995.12311-01	05/02/2018	SIGNAGE		\$132.00
	2658	11/01/2018	SIGNAGE	\$132.00	
BMIR Painting Services	1995.12330-01	05/02/2018	PAINTING		\$6,162.20
	222	24/01/2018	PAINTING	\$2,520.10	
	223	24/01/2018	PAINTING	\$2,520.10	
	224	24/01/2018	PAINTING	\$1,122.00	
Mr. R. Martin	1995.1296-01	05/02/2018	ENTERTAINMENT		\$500.00
	69	02/02/2018	AUSTRALIA DAY ENTERTAINMENT	\$500.00	
Crackalack Party Hire	1995.1350-01	05/02/2018	EQUIPMENT HIRE		\$209.00
	3301	31/01/2018	TABLE HIRE	\$209.00	
Schweppes Australia Pty Ltd	1995.145-01	05/02/2018	KIOSK SUPPLIES		\$445.80
	0807597842	30/01/2018	KIOSK SUPPLIES	\$445.80	
Eastern Hills Saws & Mowers Pty Ltd	1995.146-01	05/02/2018	PARTS		\$156.80
	40487 # 12	01/02/2018	SUPPLY OF HELMET KIT	\$99.00	
	40422 # 10	01/02/2018	PARTS	\$4.80	
	40448 # 11	01/02/2018	PARTS	\$26.00	
	40478 # 4	01/02/2018	PARTS	\$13.50	
	40480 # 4	01/02/2018	PARTS	\$13.50	
Dial A Nappy & Busiclean	1995.1524-01	05/02/2018	CLEANING SUPPLIES		\$1,542.00
	00008221	16/01/2018	CLEANING RESOURCES	\$795.00	
	00008309	31/01/2018	CLEANING CHEMICALS	\$747.00	
Asparta Warehouse Pty Ltd	1995.1884-01	05/02/2018	PARTS		\$35.75
	233688	17/01/2018	SUPPLY OF 1 x AX26 BELT FOR LAWN EDGER	\$35.75	
Konica Minolta Business Solutions Aust Pty Ltd	1995.197-01	05/02/2018	PHOTOCOPIER PRINTING		\$289.61
	84633658	16/01/2018	PHOTOCOPIER PRINTING	\$289.61	
Cova Parts Pty Ltd	1995.199-01	05/02/2018	PARTS		\$197.98
	1610075098	18/01/2018	PARTS	\$59.62	
	1610075151	18/01/2018	PARTS	\$59.07	
	1610075915	18/01/2018	PARTS	\$79.29	
Eastern Metropolitan Regional Council	1995.21-01	05/02/2018	LANDFILL DISPOSAL FEES		\$60,727.49
	013 506	01/02/2018	LANDFILL DISPOSAL FEES 10/01/18 - 16/01/18	\$38,598.00	
	013 563	01/02/2018	LANDFILL DISPOSAL FEES 17/01/18 - 23/01/18	\$42,129.49	

Payee	Cheque No	Date	Details	Sub Total	Total
Stewart & Heaton Clothing Co	1995.2625-01	05/02/2018	UNIFORMS		\$1,075.72
	SIN-2825491	11/01/2018	UNIFORMS	\$227.35	
	SIN-2827336	16/01/2018	UNIFORMS	\$98.42	
	SIN-2826899	16/01/2018	UNIFORMS	\$196.83	
	SIN-2826460	16/01/2018	UNIFORMS	\$98.42	
	SIN-2827698	16/01/2018	UNIFORMS	\$484.70	
Du Cien Pty Ltd	1995.2737-01	05/02/2018	CLEANING		\$2,145.84
	00008652	01/02/2018	CLEANING	\$40.00	
	00008603	01/02/2018	CLEANING	\$178.00	
	00008602	01/02/2018	CLEANING	\$1,929.84	
Hills Seafood Supplies	1995.2741-01	05/02/2018	KIOSK SUPPLIES		\$1,820.29
	48048	30/01/2018	KIOSK SUPPLIES	\$939.90	
	48946	30/01/2018	KIOSK SUPPLIES	\$5.78	
	49115	30/01/2018	KIOSK SUPPLIES	\$41.73	
	48936	31/01/2018	KIOSK SUPPLIES	\$366.18	
	48863	31/01/2018	KIOSK SUPPLIES	\$466.70	
Regenerated Landscapes	1995.2769-01	05/02/2018	WEED SPRAYING		\$950.00
	60	01/02/2018	WEED CONTROL	\$950.00	
WA Hino Sales & Service	1995.2982-01	05/02/2018	PARTS		\$241.55
	232280	01/02/2018	PARTS	\$241.55	
Civica Pty Ltd	1995.300-01	05/02/2018	FEES		\$15,691.09
	CL/G010940	02/02/2018	IMPLEMENTATION OF CHART OF ACCOUNTS & WORK ORDERS	\$15,691.09	
Office Line	1995.3123-01	05/02/2018	EQUIPMENT PURCHASES		\$14,774.93
	68695	25/01/2018	FURNITURE - MUNDARING ARENA	\$14,774.93	
Turfworks WA Pty Ltd	1995.3232-01	05/02/2018	MOWING		\$6,969.65
	4277	02/02/2018	MOWING	\$2,149.31	
	4278	02/02/2018	MOWING	\$1,274.06	
	4282	02/02/2018	MOWING	\$1,773.14	
	4287	31/01/2018	MOWING	\$1,773.14	
Courier Australia	1995.375-01	05/02/2018	COURIER SERVICES		\$38.55
	0326	30/01/2018	COURIER SERVICES	\$38.55	
Advance Press (2013) Pty Ltd	1995.4162-01	05/02/2018	PRINTING		\$649.00
	119986	30/01/2018	BROCHURES	\$649.00	
Boya Equipment Pty Ltd	1995.4252-01	05/02/2018	EQUIPMENT PURCHASES		\$159.87
	66191/01	17/01/2018	SUPPLY OF PARTS FOR 017MDG	\$159.87	
Aardvark Bobcat & Truck Hire	1995.4407-01	05/02/2018	HIRE OF PLANT		\$3,029.40
	#611	01/02/2018	HIRE OF PLANT	\$3,029.40	
Flexi Staff Pty Ltd	1995.4560-01	05/02/2018	TEMP STAFF		\$3,634.26
	184731	02/02/2018	TEMP STAFF - DEPOT	\$1,817.13	
	184872	02/02/2018	TEMP STAFF - DEPOT	\$1,817.13	

Payee	Cheque No	Date	Details	Sub Total	Total
Middalia Steel Pty Ltd	1995.47-01 61704961	05/02/2018 17/01/2018	STEEL SUPPLIES WELDING RODS	\$84.13	\$84.13
ATL Mirage	1995.4979-01 00034591	05/02/2018 02/02/2018	STAFF TRAINING EXCEL TRAINING COURSE	\$310.25	\$310.25
Peter Godfrey	1995.5107-01 1038	05/02/2018 31/01/2018	FENCING SCULPTURE PARK - REPLACING BOLLARD TO ENTRANCE	\$440.00	\$440.00
Mrs Macs Pty Ltd	1995.5924-01 3866227 3866519	05/02/2018 10/01/2018 23/01/2018	KIOSK SUPPLIES KIOSK SUPPLIES KIOSK SUPPLIES	\$390.60 \$348.65	\$739.25
Abaxa	1995.6407-01 SIN003557	05/02/2018 23/01/2018	SERVICE LOCATION SERVICE LOCATION	\$3,845.16	\$3,845.16
Hillis Fresh (WA) Pty Ltd	1995.6419-01 ADMIN JAN	05/02/2018 02/02/2018	MILK MILK	\$266.00	\$266.00
The Midland Timber Co Pty Ltd	1995.6599-01 232341	05/02/2018 23/01/2018	TIMBER TIMBER	\$644.46	\$644.46
The Watershed Water Systems	1995.66-01 10160983 10160996 10160268 10161071 10161052	05/02/2018 18/01/2018 18/01/2018 31/01/2018 17/01/2018 31/01/2018	RETICULATION PARTS RETICULATION PARTS RETICULATION PARTS RETICULATION PARTS INSTALL FLOAT SWITCH RETICULATION PARTS	\$17.52 \$539.80 \$974.40 \$654.50 \$135.34	\$2,321.56
Office Gear (Trustee for FG & SL Peters Family Trust T/A)	1995.697-01 00006482 00006483	05/02/2018 31/01/2018 31/01/2018	OFFICE FURNITURE INSTALL NEW KITCHEN SUPPLY & INSTALL BUFFET	\$7,508.60 \$2,824.00	\$10,332.60
Darlington Review	1995.7053-01 2236 2229 2232	05/02/2018 31/01/2018 01/02/2018 02/02/2018	ANNUAL SUBSCRIPTION ADVERTISING ANNUAL SUBSCRIPTION ANNUAL SUBSCRIPTION	\$150.00 \$250.00 \$125.00	\$525.00
Pirtek Midland	1995.7318-01 MD-T00014277	05/02/2018 17/01/2018	HOSE HOSE	\$318.88	\$318.88
Scoob's Dingo Service	1995.7426-01 2002	05/02/2018 01/02/2018	SWEEPING CLEANING AND SWEEPING OF TENNIS COURTS	\$1,039.50	\$1,039.50
Moore Stephens (WA) Pty Ltd	1995.7519-01 18-01/2018-0056	05/02/2018 30/01/2018	WORKSHOP FEES BUDGETING WORKSHOP	\$1,588.40	\$1,588.40
PFD Food Services Pty Ltd	1995.7590-01 K1412625 K1412626	05/02/2018 30/01/2018 30/01/2018	KIOSK SUPPLIES KIOSK SUPPLIES KIOSK SUPPLIES	\$539.40 \$18.85	\$558.25

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Sealanes	1995.7633-01	05/02/2018	WATER SUPPLIES		\$510.00
	F5478451	10/01/2018	BOTTLED WATER FOR BRIGADE DISTRIBUTION	\$510.00	
Bunnings Group Limited	1995.80-01	05/02/2018	HARDWARE		\$238.57
	2180/01641223	30/01/2018	HARDWARE	\$238.57	
Royal Life Saving Society Western Australia Inc	1995.810-01	05/02/2018	FIRST AID TRAINING		\$99.00
	86213	30/01/2018	FIRST AID TRAINING	\$99.00	
Sankey Plumbing Service	1995.8545-01	05/02/2018	PLUMBING		\$1,595.00
	4026	01/02/2018	PLUMBING	\$110.00	
	4025	01/02/2018	PLUMBING	\$1,485.00	
Brownies Foods Operations Pty Ltd	1995.8611-01	05/02/2018	KIOSK SUPPLIES		\$215.23
	14113408	01/02/2018	KIOSK SUPPLIES	\$215.23	
Northam Tree Services	1995.8769-01	05/02/2018	STREET TREE MAINTENANCE		\$7,886.00
	1715	31/01/2018	STREET TREE MAINTENANCE	\$2,333.10	
	1714	31/01/2018	STREET TREE MAINTENANCE	\$2,747.80	
	1713	31/01/2018	STREET TREE MAINTENANCE	\$2,905.10	
Major Motors Pty Ltd	1995.90-01	05/02/2018	PARTS		\$295.08
	591290	25/01/2018	SUPPLY OF R/H FRONT FENDER FOR 081MDG	\$295.08	
Mundaring Glass & Security	1995.91-01	05/02/2018	GLAZING		\$918.95
	00114493	01/02/2018	FIT NEW HANDLE & LOCK	\$352.00	
	00114498	02/02/2018	REGLAZING	\$566.95	
Zeroz Pty Ltd	1995.9142-01	05/02/2018	PROVISIONS FOR REFLECTIONS CAFE		\$261.20
	76485	16/01/2018	PROVISIONS FOR REFLECTIONS CAFE	\$261.20	
Brice Pest Management	1995.9596-01	05/02/2018	TERMITE TREATMENT		\$2,365.00
	02295	25/01/2018	TERMITE TREATMENT	\$825.00	
	02273	30/01/2018	TERMITE TREATMENT	\$1,540.00	
Managed System Services Pty Ltd	1995.9698-01	05/02/2018	IT SERVICES		\$82,500.00
	00002500	02/02/2018	DEVELOPMENTAL SERVICES	\$82,500.00	
All Fence U Rent Pty Ltd	1995.9935-01	05/02/2018	TEMPORARY FENCING		\$363.00
	00021323	01/02/2018	TEMPORARY FENCING	\$363.00	
Mr A Brennan	1995.11202-01	05/02/2018	COUNCILLOR ALLOWANCE		\$2,024.59
	MEETING FEE	10/07/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	
	ALLOWANCE	10/07/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$291.67	
Ms L Fisher	1995.11203-01	05/02/2018	COUNCILLOR ALLOWANCE		\$3,084.01
	MEETING FEE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	
	ALLOWANCE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,059.42	
	ALLOWANCE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$291.67	
Mr J S Martin	1995.11205-01	05/02/2018	COUNCILLOR ALLOWANCE		\$2,024.59
	MEETING FEE	10/07/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	
	ALLOWANCE	10/07/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$291.67	

Payee	Cheque No	Date	Details	Sub Total	Total
Mr D A Jeans	1996.11210-01	05/02/2018	COUNCILLOR ALLOWANCE		
	ALLOWANCE	10/07/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$291.67	\$2,024.59
		10/07/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	
Miss K Driver	1996.12267-01	05/02/2018	COUNCILLOR ALLOWANCE		
	MEETING FEE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	\$1,732.92
Mr I R Green	1996.12268-01	05/02/2018	COUNCILLOR ALLOWANCE		
	MEETING FEE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	\$1,732.92
Mr J Russell	1996.12269-01	05/02/2018	COUNCILLOR ALLOWANCE		
	MEETING FEE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	\$1,732.92
Miss A L Ettridge	1996.12367-01	05/02/2018	REIMBURSEMENT		
	REIMBURSEMENT	02/02/2018	REIMBURSEMENT FOR KIOSK SUPPLIES	\$205.63	\$205.63
Miss I Colton	1996.12368-01	05/02/2018	YOUTH SPONSORSHIP		
	SPONSORSHIP	02/02/2018	YOUTH SPONSORSHIP	\$200.00	\$200.00
Mr J Blake	1996.12389-01	05/02/2018	YOUTH SPONSORSHIP		
	SPONSORSHIP	02/02/2018	YOUTH SPONSORSHIP	\$100.00	\$100.00
Rovers Netball Club (WA)	1996.12370-01	05/02/2018	KIDSPORT FUNDING		
	KS016130	02/02/2018	KIDSPORT FUNDING	\$150.00	\$300.00
		02/02/2018	KIDSPORT FUNDING	\$150.00	
Synergy	1996.174-01	05/02/2018	ELECTRICITY		
	3666408227	23/01/2018	ELECTRICITY	\$582.35	\$39,648.00
	5100198416	23/01/2018	ELECTRICITY	\$588.55	
	5056988325	23/01/2018	ELECTRICITY	\$929.45	
	3671966720	24/01/2018	ELECTRICITY	\$8,839.40	
	5145475816	25/01/2018	ELECTRICITY	\$3,847.90	
	3051745929	25/01/2018	ELECTRICITY	\$1,087.85	
	1021165328	25/01/2018	ELECTRICITY	\$164.75	
	1635825121	25/01/2018	ELECTRICITY	\$89.70	
	3160006520	31/01/2018	ELECTRICITY	\$32.50	
	1863168320	31/01/2018	ELECTRICITY	\$1,022.65	
	6860497421	31/01/2018	ELECTRICITY	\$63.85	
	5085045110	01/02/2018	ELECTRICITY	\$882.85	
	5085138314	01/02/2018	ELECTRICITY	\$32.00	
	5028791717	01/02/2018	ELECTRICITY	\$219.45	
	1808368323	01/02/2018	ELECTRICITY	\$4,618.20	
	4294733928	01/02/2018	ELECTRICITY	\$90.50	
	7890341121	01/02/2018	ELECTRICITY	\$120.05	
	5603941927	02/02/2018	ELECTRICITY	\$5,684.25	
	2686554727	02/02/2018	ELECTRICITY	\$1,539.30	
	5162819914	02/02/2018	ELECTRICITY	\$2,388.95	
	3509628321	23/01/2018	ELECTRICITY	\$1,255.05	
	9159298220	25/01/2018	ELECTRICITY	\$1,317.15	
	3625641925	25/01/2018	ELECTRICITY	\$359.60	
	5185501927	01/02/2018	ELECTRICITY	\$794.95	
	5155752515	01/02/2018	ELECTRICITY	\$74.75	

Payee	Cheque No	Date	Details	Sub Total	Total
	5416370728	01/02/2018	ELECTRICITY	\$285.30	
	5831532322	01/02/2018	ELECTRICITY	\$569.45	
	1187187526	01/02/2018	ELECTRICITY	\$86.50	
	6945660323	02/02/2018	ELECTRICITY	\$1,303.25	
	4806815126	02/02/2018	ELECTRICITY	\$345.85	
	2475997123	02/02/2018	ELECTRICITY	\$483.65	
Mr D A Lavell	1996.3228-01	05/02/2018	COUNCILLOR ALLOWANCE		\$2,024.59
	ALLOWANCE	10/07/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$291.67	
	MEETING FEE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	
Parkerville Volunteer Bushfire Brigade	1996.363-01	05/02/2018	REIMBURSEMENT OF ESL EXPENSES		\$2,271.46
	02-2017	02/02/2018	REIMBURSEMENT OF ESL EXPENSES	\$2,271.46	
Mr J S Daw	1996.4526-01	05/02/2018	COUNCILLOR ALLOWANCE		\$6,752.26
	MEETING FEE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$2,222.92	
	ALLOWANCE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$4,237.67	
	ALLOWANCE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$291.67	
Mr S H Fox	1996.5600-01	05/02/2018	COUNCILLOR ALLOWANCE		\$2,024.59
	MEETING FEE	10/07/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	
	ALLOWANCE	10/07/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$291.67	
Mrs T Burbidge	1996.6165-01	05/02/2018	COUNCILLOR ALLOWANCE		\$1,732.92
	MEETING FEE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	
Mr D J Jones	1996.8066-01	05/02/2018	COUNCILLOR ALLOWANCE		\$1,732.92
	MEETING FEE	24/11/2017	ENTITLEMENTS FOR FEBRUARY 2018	\$1,732.92	
Department of Planning & Development Assessment Panels	1996.8922-01	05/02/2018	ASSESSMENT FEE		\$4,548.00
	151217	30/01/2018	DAP FEE - 7025-7095 GREAT EASTERN HWY EXTENSION	\$4,548.00	
Water Corporation	1997.34-01	06/02/2018	WATER RATES & FEES		\$9,160.03
	9004686864	23/01/2018	WATER RATES & FEES	\$6.95	
	9004676180	23/01/2018	WATER RATES & FEES	\$76.37	
	9004677028	23/01/2018	WATER RATES & FEES	\$389.63	
	9009291271	23/01/2018	WATER RATES & FEES	\$470.55	
	9013212898	25/01/2018	WATER RATES & FEES	\$48.68	
	9004690281	25/01/2018	WATER RATES & FEES	\$13.91	
	9004565691	25/01/2018	WATER RATES & FEES	\$1,717.64	
	9004566571	31/01/2018	WATER RATES & FEES	\$507.76	
	9004688851	31/01/2018	WATER RATES & FEES	\$3,012.15	
	9004566600	31/01/2018	WATER RATES & FEES	\$1,241.73	
	9004697344	06/02/2018	WATER RATES & FEES	\$1,674.66	
Mr L R Duggan	1998.12380-01	08/02/2018	RATES REFUND		\$486.62
	REFUND	08/02/2018	RATES REFUND	\$486.62	
DLC Gardens Cleaning & Maintenance (Debra Crowe T/A)	1999.10312-01	12/02/2018	GARDENING		\$1,280.50
	0405	09/02/2018	GARDENING	\$365.00	
	0406	09/02/2018	MAINTENANCE	\$210.00	
	0407	09/02/2018	GARDENING	\$210.00	
	0408	09/02/2018	GARDENING	\$495.50	

Payee	Cheque No	Date	Details	Sub Total	Total
Waterlogic Australia Pty Ltd	1999.10398-01 01531206	12/02/2018 06/02/2018	MONTHLY SERVICING OF HOT WATER SYSTEM MONTHLY SERVICING OF HOT WATER SYSTEM	\$132.00	\$132.00
Road Specialist Australia Pty Ltd	1999.10616-01 3787	12/02/2018 02/02/2018	PARTS SUPPLY OF 10 x TARP BOW ENDS	\$462.00	\$462.00
Frontline Fire & Rescue Equipment	1999.11135-01 59261 59263	12/02/2018 23/01/2018 23/01/2018	EQUIPMENT PURCHASES EQUIPMENT EQUIPMENT	\$43.40 \$211.86	\$255.26
AXIS Contracting Pty Ltd	1999.11161-01 3417	12/02/2018 02/02/2018	FOOTPATH CONSTRUCTION REMOVE & REPLACE DAMAGED FOOTPATH	\$2,506.20	\$2,506.20
Ergolink (Max & Claire Pty Ltd T/A)	1999.11413-01 SI-00060777 SI-00060770	12/02/2018 18/01/2018 23/01/2018	EQUIPMENT SIT/STAND DESK PRIVACY FILTERS	\$837.20 \$322.67	\$1,159.87
S and I Services (Sneeka Illik T/A)	1999.11452-01 86	12/02/2018 09/02/2018	CLEANING CLEANING	\$140.00	\$140.00
Taylor Sparks (The Trustee for Hampton Trust T/A)	1999.11463-01 ts3226 ts3228	12/02/2018 08/02/2018 08/02/2018	DESIGN FEES DESIGN & PRINTING OF DEVELOPMENT REPORT SHEETS DESIGN & PRINTING OF DEVELOPMENT REPORT FOLDER	\$2,458.50 \$1,225.40	\$3,683.90
Contra-Flow Pty Ltd	1999.11580-01 T42323R01 T17/42205	12/02/2018 23/01/2018 08/02/2018	TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT	\$2,329.36 \$829.08	\$3,158.44
Vorgess Pty Ltd	1999.11678-01 00130151	12/02/2018 01/02/2018	GOGGLES GOGGLES	\$798.60	\$798.60
Ohura Consulting (Trustee for Ohura Trust T/A)	1999.11797-01 349	12/02/2018 06/02/2018	INDUSTRIAL ADVICE OPERATIONS INDUSTRIAL ADVICE	\$554.13	\$554.13
Ms J Wiscombe	1999.11843-01 557	12/02/2018 08/02/2018	FACE PAINTING SERVICES FACE PAINTING - CINEMA UNDER STARLIGHT	\$140.00	\$140.00
The Stationery Co (C Willis & D J Willis T/A)	1999.11953-01 152920	12/02/2018 24/01/2018	STATIONERY STATIONERY	\$213.11	\$213.11
Department of Human Services - Child Support	1999.12-01 PY02-16-CHILD	12/02/2018 04/02/2018	CHILD SUPPORT PAYMENT CHILD SUPPORT PAYMENT	\$391.39	\$391.39
Mr R Underwood	1999.12066-01 150	12/02/2018 09/02/2018	LOCAL BOOK STOCK PURCHASE LOCAL BOOK STOCK PURCHASE	\$70.00	\$70.00
Recruitwest Pty Ltd	1999.12078-01 C INV 480466	12/02/2018 06/02/2018	TEMP STAFF TEMP STAFF - DEPOT	\$3,583.12	\$3,583.12
W.A. Library Supplies	1999.12134-01 00113651	12/02/2018 23/01/2018	STATIONERY BOOK COVERING	\$301.20	\$301.20

Payee	Cheque No	Date	Details	Sub Total	Total
GSR Laser tools	1999.12161-01 35252	12/02/2018 23/01/2018	SERVICE FEES SERVICE AND CALIBRATION OF 1 x CLEGG HAMMER	\$665.50	\$665.50
Biobean Coffee Pty Ltd	1999.12185-01 00006597 00006595	12/02/2018 16/01/2018 31/01/2018	PROVISIONS FOR REFLECTIONS CAFE PROVISIONS FOR REFLECTIONS CAFE KIOSK SUPPLIES	\$66.00 \$396.00	\$462.00
Highway Motor Trimmers (R & A Cox Family Trust T/A)	1999.12206-01 1726	12/02/2018 09/02/2018	SHADE REPAIRS SHADE REPAIRS	\$176.00	\$176.00
Eco Faeries	1999.12333-01 180107	12/02/2018 31/01/2018	ENTERTAINMENT ROVING FAERIES - CINEMA UNDER STARLIGHT	\$480.00	\$480.00
CSP Group Pty Ltd T/A Sthl Shop Osborne Park	1999.12339-01 47871 # 7	12/02/2018 31/01/2018	EQUIPMENT YALE BRACE	\$926.80	\$926.80
Bobby J's	1999.12344-01 0016	12/02/2018 06/02/2018	ICECREAM & COFFEE VOUCHERS ICECREAMS & COFFEES - CINEMA UNDER STARLIGHT	\$644.00	\$644.00
Hot Cotton Embroidery	1999.12345-01 66608	12/02/2018 09/02/2018	EMBROIDERY EVENT T-SHIRTS	\$711.70	\$711.70
Belenus Pty Ltd ATF Belenus Family Trust	1999.12352-01 00001182	12/02/2018 06/02/2018	SOLAR PANELS SUPPLY & INSTALLATION OF SOLAR PANELS - MAC / MARLOO	\$17,222.18	\$17,222.18
PSN Events Pty Ltd	1999.12358-01 W/L 2018-18	12/02/2018 08/02/2018	WORKSHOP REGISTRATION WORKSHOP REGISTRATION	\$214.50	\$214.50
The Artisan Mundaring	1999.12363-01 19 20 21 22 23 24	12/02/2018 08/02/2018 08/02/2018 08/02/2018 08/02/2018 08/02/2018	KIOSK SUPPLIES KIOSK SUPPLIES KIOSK SUPPLIES KIOSK SUPPLIES KIOSK SUPPLIES KIOSK SUPPLIES	\$162.16 \$56.68 \$95.72 \$114.60 \$137.52 \$92.20	\$658.86
Ms E Edney	1999.12383-01 REFUND	12/02/2018 12/02/2018	REFUND REFUND CAMP FEES	\$28.50	\$28.50
Vallich Waste Contractors Pty Ltd	1999.127-01 00004968 00004969 00004955 00004967 00004956 00004957 00004958 00004959 00004960 00004961 00004962 00004963 00004964	12/02/2018 06/02/2018 06/02/2018 06/02/2018 06/02/2018 06/02/2018 06/02/2018 06/02/2018 06/02/2018 06/02/2018 06/02/2018 06/02/2018 06/02/2018	REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT REFUSE CONTRACT	\$814.65 \$176.00 \$220.00 \$561.10 \$78,357.66 \$2,009.30 \$4,408.36 \$10,349.11 \$451.00 \$72.69 \$243.94 \$432.47 \$456.90	\$104,662.73

Payee	Cheque No	Date	Details	Sub Total	Total
	00004965	06/02/2018	REFUSE CONTRACT	\$5,974.65	
	00004966	06/02/2018	REFUSE CONTRACT	\$134.90	
Shire of Mundaring	1999.13-01	12/02/2018	PAYROLL DEDUCTION		\$3,334.89
	PY01-16-Private	04/02/2018	PAYROLL DEDUCTION	\$420.00	
	PY01-16-Child	04/02/2018	PAYROLL DEDUCTION	\$119.85	
	PY01-16-Buy	04/02/2018	PAYROLL DEDUCTION	\$706.38	
	PY01-16-	04/02/2018	PAYROLL DEDUCTION	\$659.22	
	PY01-16-	04/02/2018	PAYROLL DEDUCTION	\$668.28	
	PY02-16-Private	04/02/2018	PAYROLL DEDUCTION	\$280.00	
	PY02-16-Buy	04/02/2018	PAYROLL DEDUCTION	\$421.38	
	PY02-16-LSL	04/02/2018	PAYROLL DEDUCTION	\$59.80	
NNT - Division of Pacific Brands Workwear Group PIL	1999.1328-01	12/02/2018	UNIFORMS		\$212.00
	10203693	09/02/2018	UNIFORMS		
Schweppes Australia Pty Ltd	1999.145-01	12/02/2018	KIOSK SUPPLIES		\$751.15
	0807600892	23/01/2018	KIOSK SUPPLIES		
Australia Post	1999.15-01	12/02/2018	POSTAGE		\$2,916.29
	1007157276	06/02/2018	POSTAGE		
Coates Hire	1999.155-01	12/02/2018	HIRE		\$993.74
	18855970	17/01/2018	TOILET HIRE - CINEMA UNDER STARLIGHT		
ASSA ABLOY Australia Pty Ltd	1999.170-01	12/02/2018	HARDWARE		\$3,919.51
	IN01097740	01/02/2018	PADLOCKS		
Eastern Region Security	1999.191-01	12/02/2018	SECURITY EXPENSES		\$2,618.23
	00016813	08/02/2018	SECURITY EXPENSES	\$397.42	
	00016837	08/02/2018	SECURITY EXPENSES	\$286.00	
	00016810	08/02/2018	SECURITY EXPENSES	\$418.98	
	00016811	08/02/2018	SECURITY EXPENSES	\$545.73	
	00016812	08/02/2018	SECURITY EXPENSES	\$563.98	
	00016815	08/02/2018	SECURITY EXPENSES	\$386.12	
Konica Minolta Business Solutions Aust Pty Ltd	1999.197-01	12/02/2018	PHOTOCOPIER PRINTING		\$24.34
	84638992	25/01/2018	PHOTOCOPIER PRINTING		
Cova Paris Pty Ltd	1999.199-01	12/02/2018	PARTS		\$163.03
	1610076762	01/02/2018	PARTS	\$89.00	
	1610077190	01/02/2018	PARTS	\$74.03	
Deputy Commissioner of Taxation	1999.215-01	12/02/2018	TAXATION		\$148,079.00
	PY01-16-Deputy	04/02/2018	PAYROLL DEDUCTION	\$122,384.00	
	PY02-16-Deputy	04/02/2018	PAYROLL DEDUCTION	\$25,695.00	
Mundaring Arts Centre Inc	1999.254-01	12/02/2018	PROJECT FEES		\$769.66
	1038	06/02/2018	BIDIRECTIONAL METER UPGRADE	\$235.04	
	1036	08/02/2018	RESTORATION OF BUS SHELTER	\$534.62	

Payee	Cheque No	Date	Details	Sub Total	Total
Stewart & Heaton Clothing Co	1999.2625-01	12/02/2018	UNIFORMS		\$522.60
	SIN-2828672	23/01/2018	UNIFORMS	\$227.35	
	SIN-2829237	23/01/2018	UNIFORMS	\$196.83	
	SIN-2830169	23/01/2018	UNIFORMS	\$98.42	
Du Cien Pty Ltd	1999.2737-01	12/02/2018	CLEANING		\$521.95
	00008761	06/02/2018	CLEANING	\$76.36	
	00008758	06/02/2018	TOILET PAPER	\$78.96	
	00008558	09/02/2018	FUNCTION CLEAN	\$146.05	
Hilla Seafood Supplies	00008759	09/02/2018	FUNCTION CLEAN	\$220.58	
	1999.2741-01	12/02/2018	KIOSK SUPPLIES		\$796.26
	49153	31/01/2018	KIOSK SUPPLIES	\$300.60	
	49340	08/02/2018	KIOSK SUPPLIES	\$495.66	
Winc Australia Pty Limited	1999.280-01	12/02/2018	STATIONERY		\$395.81
	9023262740	23/01/2018	STATIONERY	\$261.02	
	9022866824	08/02/2018	STATIONERY	\$134.79	
	1999.2802-01	12/02/2018	ARCHITECT FEES		\$1,320.00
Holton Connor Architects & Planners	00005046	09/02/2018	DESIGN DOCUMENTATION	\$1,320.00	
WA Hino Sales & Service	1999.2882-01	12/02/2018	LUBE KIT		\$634.28
	232755	06/02/2018	LUBE KIT	\$634.28	
McLeod Barristers and Solicitors	1999.307-01	12/02/2018	PROFESSIONAL LEGAL SERVICES		\$438.35
	101408	08/02/2018	LEGAL ADVICE ON WASTE DISPOSAL	\$438.35	
Local Government Professionals Australia WA	1999.3088-01	12/02/2018	CONFERENCE FEES		\$1,995.00
	7341	23/01/2018	FINANCE PROFESSIONALS CONFERENCE	\$630.00	
	7343	23/01/2018	FINANCE PROFESSIONALS CONFERENCE	\$735.00	
	7340	23/01/2018	FINANCE PROFESSIONALS CONFERENCE	\$630.00	
Landgate	1999.314-01	12/02/2018	TITLE SEARCHES		\$540.07
	336642-	23/01/2018	INTERIM VALUATIONS	\$540.07	
Turfworks WA Pty Ltd	1999.3232-01	12/02/2018	MOWING		\$5,786.07
	4290	06/02/2018	MOWING	\$1,648.66	
	4291	06/02/2018	MOWING	\$2,364.27	
	4295	06/02/2018	MOWING	\$1,773.14	
Fasta Courier Service	1999.336-01	12/02/2018	COURIER SERVICES		\$122.03
	184158	08/02/2018	COURIER SERVICES	\$122.03	
Courier Australia	1999.375-01	12/02/2018	COURIER SERVICES		\$32.70
	0327	06/02/2018	COURIER SERVICES	\$32.70	
Mundaring Electrical Contracting Service	1999.381-01	12/02/2018	ELECTRICAL SERVICES		\$1,185.25
	6594	06/02/2018	ELECTRICAL SERVICES	\$99.00	
	6599	08/02/2018	ELECTRICAL SERVICES	\$99.00	
	6598	08/02/2018	ELECTRICAL SERVICES	\$107.25	
	6597	08/02/2018	ELECTRICAL SERVICES	\$556.60	
	6602	08/02/2018	ELECTRICAL SERVICES	\$99.00	

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	6605	09/02/2018	ELECTRICAL SERVICES	\$99.00	
	6606	09/02/2018	ELECTRICAL SERVICES	\$125.40	
Mundaring News & Lotto	1999.385-01	12/02/2018	MAGAZINE SUBSCRIPTIONS		\$424.86
	5350	08/02/2018	MAGAZINE SUBSCRIPTIONS	\$200.51	
	5351	08/02/2018	MAGAZINE SUBSCRIPTIONS	\$224.35	
Down Under Stump Grinding Pty Ltd	1999.3988-01	12/02/2018	STREET TREE MAINTENANCE		\$691.35
	21740	06/02/2018	STUMP GRINDING	\$325.60	
	30016	09/02/2018	STREET TREE MAINTENANCE	\$365.75	
Health Insurance Fund of WA	1999.4-01	12/02/2018	PAYROLL DEDUCTION		\$1,171.00
	PY01-16-HIF	04/02/2018	PAYROLL DEDUCTION	\$1,171.00	
Boya Equipment Pty Ltd	1999.4252-01	12/02/2018	EQUIPMENT PURCHASES		\$492.17
	66357/01	23/01/2018	PARTS	\$492.17	
Institute of Public Works Engineering Australasia	1999.4282-01	12/02/2018	REGISTRATION FEES		\$1,750.00
	KSQTKLQ6	08/02/2018	REGISTRATION - IPWEA STATE CONFERENCE 2018	\$1,750.00	
Perry Environmental Contracting	1999.4386-01	12/02/2018	MAINTENANCE		\$495.00
	2606	09/02/2018	WEED CONTROL	\$495.00	
Aardvark Bobcat & Truck Hire	1999.4407-01	12/02/2018	HIRE OF PLANT		\$3,755.40
	#612	09/02/2018	BOBCAT & TRUCK HIRE	\$3,755.40	
Technifire 2000	1999.4453-01	12/02/2018	PARTS & REPAIRS TO VEHICLES		\$2,040.31
	22463	23/01/2018	REPAIRS - 087MDG	\$1,711.18	
	22449	23/01/2018	PARTS	\$104.50	
	22452	01/02/2018	PARTS	\$166.88	
	22434	01/02/2018	REPAIRS	\$57.75	
Middalia Steel Pty Ltd	1999.47-01	12/02/2018	STEEL SUPPLIES		\$243.50
	61716690	02/02/2018	CHIDLOW OVAL - SUPPLY OF STEEL FOR FOOTY GOALS	\$243.50	
West Sure Group Pty Ltd	1999.4811-01	12/02/2018	SECURITY EXPENSES		\$618.76
	00019222	08/02/2018	CASH IN TRANSIT SERVICES - LAKES	\$272.75	
	00019220	09/02/2018	CASH IN TRANSIT SERVICE	\$223.03	
	00019221	09/02/2018	CASH IN TRANSIT SERVICE	\$122.98	
Kennards Hire	1999.4858-01	12/02/2018	EQUIPMENT HIRE		\$94.25
	19022296	31/01/2018	GENERATOR HIRE	\$94.25	
Peter Godfrey	1999.5107-01	12/02/2018	FENCING		\$1,540.00
	1042	08/02/2018	MUNDARING OVAL - REPAIR TO PRACTICE CRICKET WICKET	\$1,540.00	
Mundaring Tyre Centre	1999.5689-01	12/02/2018	TYRES & REPAIRS		\$2,804.00
	00022513	08/02/2018	TYRE REPAIRS	\$2,804.00	
Shire of Mundaring - Lotto Club	1999.5719-01	12/02/2018	PAYROLL DEDUCTION		\$271.60
	PY01-16-STAFF	04/02/2018	PAYROLL DEDUCTION	\$258.02	
	PY02-16-STAFF	04/02/2018	PAYROLL DEDUCTION	\$13.58	

Payee	Cheque No	Date	Details	Sub Total	Total
Mrs Meca Pty Ltd	1999.6924-01	12/02/2018	KIOSK SUPPLIES		\$540.30
	3867299	01/02/2018	KIOSK SUPPLIES	\$540.30	
West Coast Spring Water Pty Ltd	1999.5945-01	12/02/2018	CAFE BAR CONSUMABLES		\$33.50
	1001210	06/02/2018	WATER BOTTLES	\$6.70	
	1012982	06/02/2018	WATER BOTTLES	\$13.40	
	1024026	06/02/2018	WATER BOTTLES	\$13.40	
Shire of Mundaring - Social Club	1999.6-01	12/02/2018	PAYROLL DEDUCTION		\$168.00
	PY01-16-	04/02/2018	PAYROLL DEDUCTION	\$168.00	
	PY02-16-	04/02/2018	PAYROLL DEDUCTION	\$2.00	
Hills Fresh (WA) Pty Ltd	1999.6419-01	12/02/2018	MILK & NEWSPAPERS		\$88.38
	LIBRARY JAN	08/02/2018	MILK & NEWSPAPERS	\$88.38	
Industrial Automation Group	1999.6531-01	12/02/2018	RETICULATION		\$422.40
	SINV-13084	08/02/2018	COMMS REMOTE ACCESS CHARGES	\$422.40	
Trade Sales	1999.6601-01	12/02/2018	PARTS		\$73.70
	22739	23/01/2018	HOSE REEL HANDLE	\$73.70	
The Watershed Water Systems	1999.68-01	12/02/2018	RETICULATION PARTS		\$1,006.40
	10161246	31/01/2018	RETICULATION PARTS	\$71.80	
	10161257	31/01/2018	RETICULATION PARTS	\$23.20	
	10161363	31/01/2018	RETICULATION PARTS	\$911.40	
Australian Services Union	1999.7-01	12/02/2018	PAYROLL DEDUCTION		\$274.60
	PY01-16-	04/02/2018	PAYROLL DEDUCTION	\$27.46	
	PY02-16-	04/02/2018	PAYROLL DEDUCTION	\$247.14	
Scoob's Dingo Service	1999.7426-01	12/02/2018	FOOTPATH SWEEPING		\$2,227.50
	2003	06/02/2018	FOOTPATH SWEEPING	\$2,227.50	
Worldwide Online Printing East Perth	1999.7447-01	12/02/2018	PRINTING		\$209.00
	261859	12/02/2018	COFFEE CARDS	\$209.00	
Moore Stephens (WA) Pty Ltd	1999.7519-01	12/02/2018	WORKSHOP FEES		\$2,530.00
	18-022018-0096	08/02/2018	FINANCIAL MANAGEMENT REPORTING WORKSHOP	\$1,650.00	
	18-022018-0097	08/02/2018	FINANCIAL MANAGEMENT REPORTING WORKSHOP	\$880.00	
Corra Chambers Westgarth	1999.7554-01	12/02/2018	LEGAL SERVICES		\$2,135.21
	6630345	08/02/2018	PREPARATION OF DEED OF EXTENSION OF LEASE	\$2,135.21	
Affair With Flair	1999.7555-01	12/02/2018	EQUIPMENT HIRE		\$735.88
	103	30/01/2018	CHAIR COVERS	\$735.88	
PFD Food Services Pty Ltd	1999.7590-01	12/02/2018	KIOSK SUPPLIES		\$14,337.05
	KI698789	10/01/2018	PROVISIONS FOR REFLECTIONS CAFE	\$534.20	
	KI744941	10/01/2018	PROVISIONS FOR REFLECTIONS CAFE	\$12.00	
	KI775142	10/01/2018	KIOSK SUPPLIES	\$259.10	
	KI698794	10/01/2018	KIOSK SUPPLIES	\$1,614.45	
	KI745335	10/01/2018	KIOSK SUPPLIES	\$1,765.20	
	KI775139	16/01/2018	PROVISIONS FOR REFLECTIONS CAFE	\$388.45	

Payee	Cheque No	Date	Details	Sub Total	Total
Intelligent IP Communications Pty Ltd T/A Superloop	K1803983	16/01/2018	PROVISIONS FOR REFLECTIONS CAFE	\$830.40	
	K1803987	23/01/2018	KIOSK SUPPLIES	\$736.35	
	K1850078	23/01/2018	KIOSK SUPPLIES	\$1,047.95	
	K1880361	30/01/2018	KIOSK SUPPLIES	\$93.70	
	K1924040	30/01/2018	KIOSK SUPPLIES	\$1,183.60	
	K1850072	30/01/2018	KIOSK SUPPLIES	\$653.90	
	K1880362	30/01/2018	KIOSK SUPPLIES	\$987.00	
	K1820416	01/02/2018	KIOSK SUPPLIES	\$412.80	
	K1894698	01/02/2018	KIOSK SUPPLIES	\$1,251.85	
	K1924047	02/02/2018	KIOSK SUPPLIES	\$54.40	
	K1961104	02/02/2018	KIOSK SUPPLIES	\$1,117.65	
	K1728412	12/02/2018	KIOSK SUPPLIES	\$962.10	
	K1745333	12/02/2018	KIOSK SUPPLIES	\$432.05	
	1999.7725-01	12/02/2018	WAN CHARGES		\$6,009.85
West Force Plumbing & Gas	INV00108554	09/02/2018	WAN CHARGES	\$6,009.85	
	1999.7735-01	12/02/2018	PLUMBING		\$5,666.63
	00023244	17/01/2018	PLUMBING	\$800.00	
	00023232	18/01/2018	PLUMBING	\$2,116.73	
	00023231	18/01/2018	PLUMBING	\$1,082.40	
	00023234	18/01/2018	PLUMBING	\$115.50	
	00023235	18/01/2018	PLUMBING	\$214.50	
	00023236	18/01/2018	PLUMBING	\$198.00	
	00023238	18/01/2018	PLUMBING	\$148.50	
	00023233	18/01/2018	PLUMBING	\$148.50	
	00023227	18/01/2018	PLUMBING	\$198.00	
	00023246	23/01/2018	PLUMBING	\$148.50	
	00023248	30/01/2018	PLUMBING	\$496.00	
	1999.7854-01	12/02/2018	GREENWASTE PROCESSING SERVICES		\$56,901.90
LGRCEU	00001425	01/02/2018	GREENWASTE PROCESSING SERVICES	\$56,901.90	
	1999.8-01	12/02/2018	PAYROLL DEDUCTION		\$61.50
Browns Foods Operations Pty Ltd	PY02-16-	04/02/2018	PAYROLL DEDUCTION	\$61.50	
	1999.8611-01	12/02/2018	KIOSK SUPPLIES		\$161.32
Northam Tree Services	14127705	09/02/2018	KIOSK SUPPLIES	\$161.32	
	1999.8769-01	12/02/2018	STREET TREE MAINTENANCE		\$11,151.08
	1721	06/02/2018	STREET TREE MAINTENANCE	\$891.00	
	1722	06/02/2018	MITIGATION WORKS	\$1,899.81	
	1725	09/02/2018	STREET TREE MAINTENANCE	\$2,721.95	
	1726	09/02/2018	STREET TREE MAINTENANCE	\$2,916.37	
Tyres For Trucks	1711	09/02/2018	STREET TREE MAINTENANCE	\$2,721.95	
	1999.8944-01	12/02/2018	TYRE REPAIRS		\$110.00
Mundaring Glass & Security	00013555	09/02/2018	REPAIR TO PUNCTURE 044MDG	\$110.00	
	1999.91-01	12/02/2018	GLAZING		\$924.00
	00114105	09/02/2018	GLAZING	\$924.00	

Payee	Cheque No	Date	Details	Sub Total	Total
NRP Electrical Services	1999.9185-01	12/02/2018	ELECTRICAL SERVICES		
	75217	06/02/2018	PLANNED MAINTENANCE OF INNOTECH BMS	\$1,298.00	\$1,298.00
The Cookie Barrel	1999.9463-01	12/02/2018	KIOSK SUPPLIES		
	00359705	10/01/2018	PROVISIONS FOR REFLECTIONS CAFE	\$371.77	\$852.49
	00380112	16/01/2018	PROVISIONS FOR REFLECTIONS CAFE	\$201.19	
	00380644	30/01/2018	KIOSK SUPPLIES	\$279.53	
Avon Hills Environmental	1999.9584-01	12/02/2018	SLASHING		
	376	09/02/2018	SLASHING	\$1,045.00	\$1,045.00
Brice Pest Management	1999.9596-01	12/02/2018	PEST TREATMENT		
	02315	09/02/2018	GENERAL PEST TREATMENT FOR BEES	\$132.00	\$264.00
	02316	09/02/2018	GENERAL PEST TREATMENT FOR BEES	\$132.00	
Darling Range Tilt & Hiab	1999.9872-01	12/02/2018	PLANT HIRE		
	28	06/02/2018	SET UP OF SKATE & BMX EQUIPMENT	\$380.00	\$380.00
1st Midland Scout Group	2000.10689-01	12/02/2018	KIDSPORT FUNDING		
	KS016603	08/02/2018	KIDSPORT FUNDING	\$140.00	\$290.00
	KS016594	08/02/2018	KIDSPORT FUNDING	\$150.00	
Riding for the Disabled Association Bridgdaoon Centre	2000.11962-01	12/02/2018	KIDSPORT FUNDING		
	KS016513	08/02/2018	KIDSPORT FUNDING	\$165.00	\$165.00
Peak Construction and Developments Pty Ltd	2000.12379-01	12/02/2018	REFUND		
	REFUND	08/02/2018	REFUND FOR PLANNING APPLICATION - 17 STONE CRES	\$240.00	\$240.00
Mr L J Henry	2000.12381-01	12/02/2018	CROSSOVER CONTRIBUTION		
	XOVER	09/02/2018	CROSSOVER CONTRIBUTION	\$560.00	\$560.00
Synergy	2000.174-01	12/02/2018	ELECTRICITY		
	450494122	06/02/2018	ELECTRICITY	\$119.55	\$3,483.45
	1059211527	06/02/2018	ELECTRICITY	\$157.20	
	8852675527	06/02/2018	ELECTRICITY	\$1,659.05	
	3084190724	08/02/2018	ELECTRICITY	\$57.45	
	7556391528	09/02/2018	ELECTRICITY	\$196.55	
	3639554725	09/02/2018	ELECTRICITY	\$94.70	
	7436114725	09/02/2018	ELECTRICITY	\$122.85	
	0998549922	09/02/2018	ELECTRICITY	\$1,076.10	
Shire of Mundaring	2000.589-01	12/02/2018	FDC PARENT LEVY		
	080218	09/02/2018	FDC PARENT LEVY	\$18,457.75	\$18,457.75
Swan Districts Gymnastics	2000.9159-01	12/02/2018	KIDSPORT FUNDING		
	KS016471	06/02/2018	KIDSPORT FUNDING	\$165.00	\$165.00
Care Giver Subsidies	2001.3462-01	15/02/2018	CARE GIVER SUBSIDIES		
	080218	15/02/2018	CARE GIVER SUBSIDIES	\$46,966.69	\$46,966.69
Water Corporation	2002.34-01	16/02/2018	WATER RATES & FEES		
	9010772929	25/01/2018	WATER RATES & FEES	\$336.11	\$14,499.46
	9004607388	05/02/2018	WATER RATES & FEES	\$13.91	

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	9019981669	06/02/2018	WATER RATES & FEES	\$695.40	
	9020409381	06/02/2018	WATER RATES & FEES	\$169.21	
	9020758628	06/02/2018	WATER RATES & FEES	\$1,110.32	
	9022572892	06/02/2018	WATER RATES & FEES	\$241.07	
	9004277008	06/02/2018	WATER RATES & FEES	\$1,397.06	
	9004686215	09/02/2018	WATER RATES & FEES	\$13.91	
	9004600055	09/02/2018	WATER RATES & FEES	\$10,486.97	
	9004656446	09/02/2018	WATER RATES & FEES	\$25.50	
DLC Gardens Cleaning & Maintenance (Debra Crowe T/A)	2003.10312-01	19/02/2018	LANDSCAPE CLEAN		\$840.00
	0410	15/02/2018	LANDSCAPE CLEAN	\$210.00	
	0411	15/02/2018	LANDSCAPE CLEAN	\$210.00	
	0413	15/02/2018	LANDSCAPE CLEAN	\$210.00	
	0415	15/02/2018	LANDSCAPE CLEAN	\$210.00	
Raeco	2003.104-01	19/02/2018	STATIONERY		\$443.12
	515038	05/02/2018	STATIONERY	\$443.12	
Grants Empire	2003.10637-01	19/02/2018	CONSULTING SERVICES (GRANTS)		\$1,848.00
	00001716	13/02/2018	DEVELOPMENT OF CSRFF	\$1,848.00	
Aleco Pty Ltd	2003.10881-01	19/02/2018	FIRST AID KIT REPLENISHMENT		\$475.78
	CPER1797065	02/02/2018	FIRST AID KIT REPLENISHMENT	\$98.75	
	CPER1797066	02/02/2018	FIRST AID KIT REPLENISHMENT	\$348.81	
	CPER1797067	02/02/2018	FIRST AID KIT REPLENISHMENT	\$28.22	
Telstra SNP Monitoring Pty Ltd	2003.11017-01	19/02/2018	MONITORING FEES		\$305.80
	S778759	15/02/2018	ALARM SYSTEM CHECK	\$305.80	
Noosh Catering	2003.11020-01	19/02/2018	CATERING		\$4,444.00
	116962	08/02/2018	CATERING - ORDINARY COUNCIL MEETING	\$726.00	
	116800	08/02/2018	CATERING - AUSTRALIA DAY EVENT	\$3,718.00	
Zipform Pty Ltd	2003.11111-01	19/02/2018	PRINTING		\$9,237.37
	180098	15/02/2018	RATES INSTALMENT NOTICE PRINT	\$9,237.37	
Frontline Fire & Rescue Equipment	2003.11135-01	19/02/2018	EQUIPMENT PURCHASES		\$1,686.50
	59320	24/01/2018	EQUIPMENT PURCHASES	\$1,186.28	
	59338	25/01/2018	EQUIPMENT PURCHASES	\$68.21	
	59337	25/01/2018	EQUIPMENT PURCHASES	\$432.01	
Excavation Excellence Pty Ltd	2003.11167-01	19/02/2018	EXCAVATION		\$3,240.00
	00001351	15/02/2018	HARRY RISEBOROUGH OVAL WORKS	\$3,240.00	
Calibre Professional Services Pty Ltd	2003.11339-01	19/02/2018	MUNDARING TOWN CENTRE REVITALISATION		\$3,850.00
	023626	15/02/2018	MUNDARING TOWN CENTRE REVITALISATION	\$3,850.00	
S and I Services (Sneska Illik T/A)	2003.11452-01	19/02/2018	CLEANING		\$280.00
	87	15/02/2018	CLEANING	\$280.00	
AssetVal Pty Ltd	2003.11455-01	19/02/2018	ASSET VALUATION SERVICES		\$7,920.00
	042-000166	19/02/2018	ASSET VALUATION SERVICES - INFRASTRUCTURE ASSETS	\$7,920.00	

Payee	Cheque No	Date	Details	Sub Total	Total
Crow Books (Frogmouth (WA) Pty Ltd T/A)	2003.11560-01	19/02/2018	BOOK STOCK		\$350.88
	INV0001404	01/02/2018	BOOK STOCK	\$350.88	
Tourism Council Western Australia Ltd	2003.11577-01	19/02/2018	TRAINING WORKSHOPS		\$300.00
	00006556	08/02/2018	TRAINING WORKSHOPS	\$300.00	
Stylecraft Australia Pty Ltd	2003.11710-01	19/02/2018	FURNITURE		\$1,622.63
	SPI016611	13/02/2018	KSP LIBRARY - SOFA	\$1,622.63	
Landscape and Maintenance Solutions Pty Ltd	2003.11754-01	19/02/2018	LANDSCAPE MAINTENANCE		\$6,523.25
	INV-0533	15/02/2018	LANDSCAPE MAINTENANCE - MJM RESERVE & SCULPTURE PARK	\$6,523.25	
Minda Mia Contracting	2003.1188-01	19/02/2018	GARDENING		\$407.88
	00004268	09/02/2018	GARDENING	\$407.88	
The Stationery Co (C Willis & D J Willis T/A)	2003.11953-01	19/02/2018	STATIONERY		\$155.33
	152985	25/01/2018	STATIONERY	\$155.33	
Mr R Underwood	2003.12066-01	19/02/2018	BOOK PURCHASE		\$40.00
	151	15/02/2018	LOCAL HISTORY BOOK	\$40.00	
Biobean Coffee Pty Ltd	2003.12185-01	19/02/2018	PROVISIONS FOR REFLECTIONS CAFE		\$165.00
	00006637	13/02/2018	PROVISIONS FOR REFLECTIONS CAFE	\$165.00	
Premier Truck Painters	2003.12235-01	19/02/2018	REPAIR		\$880.00
	00000441	15/02/2018	REPAIR	\$880.00	
Nathan's Plumbing and Gas Pty Ltd	2003.12320-01	19/02/2018	PLUMBING		\$1,315.60
	00058889	13/02/2018	WATER FILTER INSTALLATION	\$424.60	
	00058890	15/02/2018	PLUMBING	\$891.00	
Specialist News Pty Limited	2003.12348-01	19/02/2018	SUBSCRIPTION		\$1,149.00
	WP21591	24/01/2018	WORKPLACE EXPRESS SUBSCRIPTION - 12 MONTHS	\$1,149.00	
DPC Family Trust T/A Strut Specialists WA	2003.12349-01	19/02/2018	PARTS		\$124.30
	00053543	01/02/2018	SUPPLY AND DELIVERY OF 4 x GAS STRUTS	\$124.30	
The Artisan Mungaring	2003.12363-01	19/02/2018	CAFE SUPPLIES		\$142.44
	25	08/02/2018	KIOSK SUPPLIES	\$101.00	
	17	15/02/2018	CAFE SUPPLIES	\$41.44	
Castle R Us	2003.12373-01	19/02/2018	ENTERTAINMENT		\$330.00
	0456	13/02/2018	BOUNCY CASTLE - CINEMA UNDER STARLIGHT	\$330.00	
BOC Ltd	2003.135-01	19/02/2018	CYLINDER RENTAL		\$170.73
	4018520121	02/02/2018	CYLINDER RENTAL	\$170.73	
Schweppes Australia Pty Ltd	2003.145-01	19/02/2018	KIOSK SUPPLIES		\$528.49
	0807637639	30/01/2018	KIOSK SUPPLIES	\$528.49	
Australia Post	2003.15-01	19/02/2018	POSTAGE		\$2,804.81
	1007156781	15/02/2018	POSTAGE	\$246.42	
	1007146502	19/02/2018	POSTAGE	\$2,558.39	

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Compays Pty Ltd T/A Harmony Software	2003.1689-01 00019542	19/02/2018 13/02/2018	SOFTWARE EXPENSES EDUCATOR SUBSCRIPTION	\$112.20	\$112.20
Eastern Region Security	2003.191-01 00016814	19/02/2018 15/02/2018	SECURITY EXPENSES SECURITY EXPENSES	\$342.71	\$342.71
Cove Parts Pty Ltd	2003.199-01 1610077657	19/02/2018 01/02/2018	PARTS PARTS	\$60.85	\$60.85
Eastern Metropolitan Regional Council	2003.21-01 013525	19/02/2018 15/02/2018	LANDFILL LANDFILL	\$49,170.54	\$49,170.54
Stewart & Heaton Clothing Co	2003.2625-01 SIN-2831147	19/02/2018 25/01/2018	UNIFORMS UNIFORMS	\$98.42	\$98.42
Hills Seafood Supplies	2003.2741-01 49562	19/02/2018 16/02/2018	KIOSK SUPPLIES KIOSK SUPPLIES	\$368.10	\$368.10
Holton Connor Architects & Planners	2003.2802-01 00005067	19/02/2018 09/02/2018	ARCHITECT SERVICES CONTRACT ADMINISTRATION	\$4,752.00	\$4,752.00
Total Packaging (WA) Pty Ltd	2003.2815-01 00032680	19/02/2018 01/02/2018	WASTE SUPPLIES DOG WASTE BAGS	\$1,716.00	\$1,716.00
McLeods Barristers and Solicitors	2003.307-01 101448	19/02/2018 15/02/2018	PROFESSIONAL LEGAL SERVICES PROFESSIONAL LEGAL SERVICES	\$1,202.08	\$1,202.08
Turfworks WA Pty Ltd	2003.3232-01 4297	19/02/2018 15/02/2018	MOWING MOWING	\$2,149.31	\$2,149.31
Quick Corporate Australia	2003.3445-01 SIN-921453	19/02/2018 01/02/2018	STATIONERY STATIONERY	\$229.43	\$229.43
State Library of Western Australia	2003.3558-01 R018279	19/02/2018 19/02/2018	PROGRAM EXPENSES BETTER BEGINNINGS PROGRAM	\$440.00	\$440.00
Courier Australia	2003.375-01 0328	19/02/2018 13/02/2018	COURIER SERVICES COURIER SERVICES	\$12.68	\$12.68
Kleenit Pty Ltd	2003.3780-01 122084	19/02/2018 16/02/2018	MAINTENANCE GRAFFITI REMOVAL - BROZ PARK	\$341.00	\$341.00
Mundaring Electrical Contracting Service	2003.381-01 6603	19/02/2018 13/02/2018	ELECTRICAL SERVICES ELECTRICAL SERVICES	\$1,636.80	\$1,636.80
Bunzl Ltd	2003.388-01 U084625	19/02/2018 15/02/2018	CLEANING SUPPLIES CLEANING PRODUCTS	\$441.03	\$441.03
J. Blackwood & Son Pty Ltd	2003.397-01 PE55330Q	19/02/2018 09/02/2018	CLEANING & PAPER PRODUCTS CLEANING PRODUCTS	\$110.84	\$110.84

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	PE55340Q	09/02/2018	CLEANING PRODUCTS	\$717.07	
	PE55420Q	09/02/2018	PAPER PRODUCTS	\$684.72	
Bova Equipment Pty Ltd	2003.4252-01	19/02/2018	PARTS		\$122.21
	66529/01	31/01/2018	SUPPLY OF PARTS FOR 014 MDG	\$122.21	
Perry Environmental Contracting	2003.4386-01	19/02/2018	MAINTENANCE		\$17,248.00
	2611	15/02/2018	WEED CONTROL	\$17,248.00	
Aardvark Bobcat & Truck Hire	2003.4407-01	19/02/2018	HIRE OF PLANT		\$3,786.75
	614	15/02/2018	HIRE OF PLANT	\$3,786.75	
Marketforce Pty Ltd	2003.4433-01	19/02/2018	ADVERTISING		\$3,624.51
	19312	06/02/2018	ADVERTISING	\$894.92	
	19313	06/02/2018	ADVERTISING	\$699.80	
	19314	09/02/2018	ADVERTISING	\$1,428.88	
	19311	15/02/2018	ADVERTISING	\$600.91	
Mahogany Building & Design	2003.452-01	19/02/2018	DESIGN SERVICES		\$2,090.00
	INV0045	15/02/2018	PLANS AND SPECS - BROWN PARK TOILET	\$2,090.00	
Flexi Staff Pty Ltd	2003.4560-01	19/02/2018	TEMP STAFF		\$1,817.13
	185183	15/02/2018	TEMP STAFF - DEPOT	\$1,817.13	
Work Clobber	2003.509-01	19/02/2018	WORK CLOTHES		\$346.00
	MI118408	13/02/2018	WORK CLOTHES	\$346.00	
Electrical Distributors Of WA Pty Ltd	2003.5305-01	19/02/2018	ELECTRICAL SUPPLIES		\$3,355.00
	OET1875932	09/02/2018	ELECTRICAL COMPONENTS FOR MUNDARING TENNIS COURTS	\$3,355.00	
Chidlow Growers Mart & Liquor Store	2003.5378-01	19/02/2018	PROVISIONS FOR REFLECTIONS CAFE		\$336.16
	JANUARY 2018	13/02/2018	PROVISIONS FOR REFLECTIONS CAFE	\$336.16	
Exteria	2003.5414-01	19/02/2018	PARK FURNITURE		\$1,800.70
	00007366	15/02/2018	FABRICATION OF COMPOSITE TABLE SETTING	\$1,800.70	
Mrs Mace Pty Ltd	2003.5924-01	19/02/2018	KIOSK SUPPLIES		\$966.05
	3867963	02/02/2018	KIOSK SUPPLIES	\$693.95	
	3868166	02/02/2018	KIOSK SUPPLIES	\$272.10	
Fuel Distributors of Western Australia Pty Ltd	2003.6050-01	19/02/2018	FUEL & OILS		\$18,974.79
	00021625	25/01/2018	FUEL & OILS	\$618.20	
	10010024	15/02/2018	FUEL & OILS	\$18,356.59	
Pirtek Midland	2003.7318-01	19/02/2018	HOSES		\$101.12
	MD-100014524	06/02/2018	HOSES	\$101.12	
Scoob's Dingo Service	2003.7426-01	19/02/2018	STREET SWEEPING		\$330.00
	2011	15/02/2018	STREET SWEEPING	\$330.00	
Mr S J Ryan	2003.7464-01	19/02/2018	REFUND		\$70.00
	REFUND	15/02/2018	REFUND PRIVATE VEHICLE USAGE	\$70.00	

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Westrac Pty Ltd	2003.75-01	19/02/2018	PARTS		
	PI 2069892	06/02/2018	SUPPLY OF FILTERS FOR 018 MDG	\$801.85	\$801.85
Mundaring Community Mens Shed Inc	2003.7531-01	19/02/2018	REPAIRS		
	02/18	15/02/2018	TRESTLE REPAIRS	\$70.00	\$70.00
West Coast On Hold	2003.7960-01	19/02/2018	MESSAGES ON HOLD		
	INV0511	15/02/2018	MESSAGES ON HOLD	\$69.00	\$69.00
Burnings Group Limited	2003.80-01	19/02/2018	HARDWARE		
	2180/01552038	23/01/2018	HARDWARE	\$70.26	\$70.26
	2180/01648929	30/01/2018	HARDWARE	\$297.73	\$297.73
	2180/01649335	30/01/2018	HARDWARE	\$97.76	\$97.76
Duttons Mechanical Building Services	2003.8168-01	19/02/2018	SERVICE AIRCONDITIONING		
	7131	15/02/2018	SERVICE AIRCONDITIONING	\$847.00	\$847.00
E Fire & Safety	2003.8275-01	19/02/2018	MONTHLY FIRE PANEL TESTING		
	00214305	01/02/2018	MONTHLY FIRE PANEL TESTING	\$147.40	\$147.40
Greg Northover Pest & Weed Solutions	2003.8500-01	19/02/2018	TERMITE MONITORING		
	00002693	02/02/2018	TERMITE MONITORING	\$525.00	\$525.00
ACG Earthmoving Pty Ltd	2003.8513-01	19/02/2018	EARTHWORKS		
	00000584	15/02/2018	PINE TERRACE WORKS	\$86,075.28	\$86,075.28
Sankey Plumbing Service	2003.8545-01	19/02/2018	PLUMBING		
	4034	15/02/2018	PLUMBING	\$110.00	\$110.00
	4035	15/02/2018	PLUMBING	\$561.00	\$561.00
All About You - Beauty to Perfection	2003.8829-01	19/02/2018	FACE PAINTING		
	2018-1	13/02/2018	FACE PAINTING - BOYA LIBRARY	\$100.00	\$100.00
Tyres For Trucks	2003.8944-01	19/02/2018	REPAIRS		
	00013588	15/02/2018	REPAIRS	\$319.00	\$319.00
Kool Line Electrical & Refrigeration	2003.8976-01	19/02/2018	ELECTRICAL SERVICES		
	00125571	15/02/2018	COPPIN RD TRANSFER STATION WORKS	\$3,245.00	\$3,245.00
	00125579	15/02/2018	COPPIN RD TRANSFER STATION WORKS	\$13,650.00	\$13,650.00
Major Motors Pty Ltd	2003.90-01	19/02/2018	TRUCK PARTS		
	597431	15/02/2018	TRUCK PARTS	\$937.00	\$937.00
Avon Hills Environmental	2003.9584-01	19/02/2018	FIREBREAKS		
	377	06/02/2018	FIREBREAKS	\$247.50	\$247.50
Daimler Trucks Perth	2003.9643-01	19/02/2018	PARTS		
	6130041D	25/01/2018	SUPPLY OF PARTS FOR 032 MDG P2429	\$535.72	\$535.72
	DFSD241515	02/02/2018	INSPECTION OF TWO WAY RADIO	\$159.50	\$159.50
Managed System Services Pty Ltd	2003.9698-01	19/02/2018	IT EQUIPMENT		
	00002584	15/02/2018	HEADSET	\$157.77	\$157.77

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Ramzella Timber Pty Ltd T/As Mundaring Hardware	2003.9824-01	19/02/2018	HARDWARE		\$773.00
	54416	01/02/2018	HARDWARE	\$508.40	
	54404	01/02/2018	HARDWARE	\$264.60	
Proform Civil	2003.9923-01	19/02/2018	PROFESSIONAL CIVIL CONSULTATION		\$1,683.00
	00242	13/02/2018	PROFESSIONAL CIVIL CONSULTATION - BILCOMAN/MARNIE RD	\$1,683.00	
Scanlan Surveys Pty Ltd	2003.9972-01	19/02/2018	SURVEY COSTS		\$2,387.00
	7965/173	13/02/2018	RE-INSTATE STOLEN BOUNDARY PEGS - OLD NORTHAM RD	\$825.00	
	7668/156	15/02/2018	STOCKPILE SURVEY	\$1,562.00	
Caversham Suns Junior Football Club Inc	2004.10991-01	20/02/2018	KIDSPORT FUNDING		\$150.00
	KS016921	16/02/2018	KIDSPORT FUNDING	\$150.00	
Coolbinia Bombers Junior Football Club Inc	2004.11107-01	20/02/2018	KIDSPORT FUNDING		\$125.00
	KS016827	16/02/2018	KIDSPORT FUNDING	\$125.00	
Telstra	2004.119-01	20/02/2018	TELEPHONE		\$11,112.45
	0941160300	08/02/2018	TELEPHONE	\$1,620.81	
	2085566000	15/02/2018	TELEPHONE	\$9,491.64	
Miss K Driver	2004.12267-01	20/02/2018	COUNCILLOR ALLOWANCE		\$331.82
	ALLOWANCE	20/02/2018	MILEAGE ALLOWANCE	\$331.82	
Mr B Conduit	2004.12389-01	20/02/2018	CROSSOVER CONTRIBUTION		\$560.00
	CROSSOVER	15/02/2018	CROSSOVER CONTRIBUTION	\$560.00	
Carine Cats Ball Club Inc	2004.12390-01	20/02/2018	KIDSPORT FUNDING		\$150.00
	KS016517	16/02/2018	KIDSPORT FUNDING	\$150.00	
Ms K Ryan	2004.12391-01	20/02/2018	DOG STERILISED		\$77.50
	REFUND	16/02/2018	DOG REGISTRATION REFUND DUE TO STERILISATION	\$77.50	
Synergy	2004.174-01	20/02/2018	ELECTRICITY		\$55,590.70
	4743483524	08/02/2018	ELECTRICITY	\$92.15	
	3663304329	09/02/2018	ELECTRICITY	\$268.85	
	5142730716	15/02/2018	ELECTRICITY	\$37.35	
	8749160328	15/02/2018	ELECTRICITY	\$78.00	
	5087811715	15/02/2018	ELECTRICITY	\$193.45	
	5045204415	15/02/2018	ELECTRICITY	\$348.85	
	2172465520	15/02/2018	ELECTRICITY	\$33.50	
	5125442514	15/02/2018	ELECTRICITY	\$260.30	
	5068955212	15/02/2018	ELECTRICITY	\$99.20	
	5147790712	15/02/2018	ELECTRICITY	\$932.75	
	5639936321	15/02/2018	ELECTRICITY	\$431.10	
	5233911527	15/02/2018	ELECTRICITY	\$247.15	
	5172433125	15/02/2018	ELECTRICITY	\$89.50	
	0239507529	15/02/2018	ELECTRICITY	\$61.35	
	8876289221	20/02/2018	ELECTRICITY	\$381.25	
	3021647529	20/02/2018	ELECTRICITY	\$52,045.95	
Eastern Hills Cricket Club	2004.7021-01	20/02/2018	KIDSPORT FUNDING		\$130.00
	KS016789	15/02/2018	KIDSPORT FUNDING	\$130.00	

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Swan Districts Gymnastics	2004.9159-01	20/02/2018	KIDSPORT FUNDING		
	KS016955	16/02/2018	KIDSPORT FUNDING	\$165.00	\$418.00
	KS016845	16/02/2018	KIDSPORT FUNDING	\$253.00	
Girl Guides Western Australia Inc	2004.9338-01	20/02/2018	KIDSPORT FUNDING		
	KS016998	16/02/2018	KIDSPORT FUNDING	\$150.00	\$150.00
Hillians Netball Club	2004.9636-01	20/02/2018	KIDSPORT FUNDING		
	KS016848	16/02/2018	KIDSPORT FUNDING	\$150.00	\$150.00
Water Corporation	2005.34-01	22/02/2018	WATER RATES & FEES		
	9004687154	15/02/2018	WATER RATES & FEES	\$13.91	\$12,773.67
	9004680833	15/02/2018	WATER RATES & FEES	\$228.23	
	9004679808	16/02/2018	WATER RATES & FEES	\$723.22	
	9015634496	16/02/2018	WATER RATES & FEES	\$120.54	
	9004679971	16/02/2018	WATER RATES & FEES	\$151.18	
	9004700304	16/02/2018	WATER RATES & FEES	\$6.96	
	9004679988	16/02/2018	WATER RATES & FEES	\$862.41	
	9004679541	16/02/2018	WATER RATES & FEES	\$115.00	
	9018371679	16/02/2018	WATER RATES & FEES	\$39.41	
	9022709935	20/02/2018	WATER RATES & FEES	\$763.46	
	9022709927	20/02/2018	WATER RATES & FEES	\$763.46	
	9004679816	22/02/2018	WATER RATES & FEES	\$1,598.41	
	9004679509	22/02/2018	WATER RATES & FEES	\$735.53	
			WATER RATES & FEES	\$488.78	
	9004707805	22/02/2018	WATER RATES & FEES	\$170.55	
	9004683970	22/02/2018	WATER RATES & FEES	\$104.82	
	9004680788	22/02/2018	WATER RATES & FEES	\$138.92	
	9004679932	22/02/2018	WATER RATES & FEES	\$720.90	
	9004684543	22/02/2018	WATER RATES & FEES	\$4,437.91	
	9004678303	22/02/2018	WATER RATES & FEES	\$248.03	
	9004678824	22/02/2018	WATER RATES & FEES	\$44.04	
DLC Gardens Cleaning & Maintenance (Debra Crowe T/A)	2006.10312-01	26/02/2018	GARDENING		
	0419	20/02/2018	GARDENING	\$1,306.00	\$1,726.00
	0417	20/02/2018	GARDENING	\$210.00	
	0416	20/02/2018	GARDENING	\$210.00	
Perrott Painting Maintenance Contracts Pty Ltd	2006.10570-01	26/02/2018	PAINTING		
	SINV15037	20/02/2018	PAINTING - LITTLE POSSUMS	\$8,484.20	\$13,536.60
	SINV15038	20/02/2018	PAINTING - MUNDARING HARDCOURTS BUILDING	\$5,042.40	
Mundaring Little Loads	2006.10892-01	26/02/2018	SOIL		
	1298	20/02/2018	SOIL	\$588.00	\$987.00
	1299	22/02/2018	SAND	\$399.00	
Stonemark Holdings T/As Ace Promotions	2006.10772-01	26/02/2018	DESIGN SERVICES		
	116525	22/02/2018	MIDVALE HUB LOGO	\$404.25	\$2,266.00
	116526	22/02/2018	MIDVALE HUB LOGO	\$1,861.75	
M2 Commander Pty Ltd	2006.10819-01	26/02/2018	ADSL		
	17484157	16/02/2018	ADSL	\$493.59	\$493.59

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Transsoft Solutions (Australia) Pty Ltd	2006.10838-01 TSA-7672	26/02/2018 09/02/2018	SOFTWARE RENEWAL SOFTWARE RENEWAL	\$1,320.00	\$1,320.00
Alasco Pty Ltd	2006.10881-01 CPR1801180 CPR1801178 CPR1801179	26/02/2018 20/02/2018 20/02/2018 20/02/2018	FIRST AID REPLENISHMENT FIRST AID KIT FIRST AID KIT FIRST AID KIT	\$28.19 \$28.19 \$28.19 \$70.49	\$126.87
Ixom Operations Pty Ltd	2006.10921-01 5915196 5924119	26/02/2018 16/01/2018 02/02/2018	CHLORINE CHLORINE GAS CHLORINE GAS	\$1,004.28 \$3,167.38	\$4,171.66
CTI Couriers Pty Ltd	2006.11085-01 CISC4177972	26/02/2018 08/02/2018	COURIER SERVICES COURIER SERVICES	\$600.60	\$600.60
M2 Technology Pty Ltd	2006.11133-01 RV37870	26/02/2018 22/02/2018	TELEPHONES TELEPHONES	\$272.80	\$272.80
Frontline Fire & Rescue Equipment	2006.11135-01 59398 59399	26/02/2018 02/02/2018 02/02/2018	EQUIPMENT PURCHASES EQUIPMENT PURCHASES EQUIPMENT PURCHASES	\$659.38 \$240.57	\$899.95
Excavation Excellence Pty Ltd	2006.11167-01 00001349	26/02/2018 20/02/2018	EXCAVATION WORK HARRY RISEBOROUGH OVAL - EXCAVATION WORKS	\$3,240.00	\$3,240.00
Immaculate Holdings Pty Ltd T/A Kalamunda Sweeping	2006.11345-01 4473 4472 4471 4470 4469	26/02/2018 20/02/2018 20/02/2018 20/02/2018 20/02/2018	SWEEPING SWEEPING SWEEPING SWEEPING SWEEPING	\$660.83 \$3,940.49 \$3,157.28 \$2,961.49 \$3,524.41	\$14,244.51
S and I Services (Sneka Illk) T/A	2006.11452-01 86	26/02/2018 20/02/2018	CLEANING CLEANING	\$280.00	\$280.00
Swan Valley Fresh (Vendor Management Solutions Pty Ltd T/A)	2006.11474-01 00017443 00017530	26/02/2018 20/02/2018 20/02/2018	KIOSK SUPPLIES KIOSK SUPPLIES KIOSK SUPPLIES	\$82.44 \$90.11	\$172.55
WARP Traffic Management (WARP Pty Ltd T/A)	2006.11564-01 8284683 8284786 8284785 8284784 8284684 8284787 8284937 8284938 8284946 8284939 8285110 8285107	26/02/2018 17/01/2018 23/01/2018 23/01/2018 23/01/2018 23/01/2018 23/01/2018 01/02/2018 01/02/2018 01/02/2018 01/02/2018 02/02/2018 08/02/2018	TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT TRAFFIC MANAGEMENT	\$3,956.19 \$940.47 \$3,485.48 \$889.91 \$1,779.82 \$6,164.83 \$3,658.52 \$3,065.24 \$1,878.70 \$4,665.00 \$889.91 \$2,669.73	\$41,478.10

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	8285108	06/02/2018	TRAFFIC MANAGEMENT	\$3,263.00	
	8285119	06/02/2018	TRAFFIC MANAGEMENT	\$543.83	
	8285109	06/02/2018	TRAFFIC MANAGEMENT	\$3,727.47	
Bow Steel Pty Ltd	2006.11568-01	26/02/2018	STEEL FABRICATION		\$902.00
	267	16/02/2018	STEEL FABRICATION	\$902.00	
Contra-Flow Pty Ltd	2006.11590-01	26/02/2018	TRAFFIC MANAGEMENT		\$54,775.62
	T1842375	17/01/2018	TRAFFIC MANAGEMENT	\$4,013.58	
	T1842592	23/01/2018	TRAFFIC MANAGEMENT	\$1,282.44	
	T1842327	25/01/2018	TRAFFIC MANAGEMENT	\$25,468.48	
	T1842365	31/01/2018	TRAFFIC MANAGEMENT	\$1,209.30	
	T1842590	01/02/2018	TRAFFIC MANAGEMENT	\$3,947.71	
	T1842591	02/02/2018	TRAFFIC MANAGEMENT	\$8,007.03	
	T1842710	16/02/2018	TRAFFIC MANAGEMENT	\$10,847.08	
Peyton Consulting Pty Ltd.	2006.11730-01	26/02/2018	CONSULTING SERVICES		\$3,656.40
	INV-0007	31/01/2018	REVIEW OF 2017 COMPLIANCE AUDIT RETURN	\$3,656.40	
Minda Mia Contracting	2006.1188-01	26/02/2018	GARDENING		\$32,354.90
	00004280	22/02/2018	GARDENING	\$9,783.40	
	00004280	20/02/2018	GARDENING	\$91.66	
	00004275	22/02/2018	GARDENING	\$13,339.85	
	00004279	20/02/2018	GARDENING	\$1,122.00	
	00004277	20/02/2018	GARDENING	\$2,055.64	
	00004278	20/02/2018	GARDENING	\$3,802.62	
	00004276	20/02/2018	GARDENING	\$2,159.63	
The Stationery Co (C Willis & D J Willis T/A)	2006.11953-01	26/02/2018	STATIONERY		\$349.19
	153090	09/02/2018	STATIONERY	\$349.19	
Zircodata Pty Ltd	2006.11969-01	26/02/2018	RECORD STORAGE		\$939.54
	83385	16/02/2018	OFFSITE RECORDS	\$939.54	
Department of Human Services - Child Support	2006.12-01	26/02/2018	CHILD SUPPORT PAYMENT		\$391.39
	PY02-17 CHILD	26/02/2018	CHILD SUPPORT PAYMENT	\$391.39	
G.J. Coverley Electrical Services Pty Ltd	2006.12021-01	26/02/2018	ELECTRICAL SERVICES		\$759.00
	00021602	25/01/2018	ELECTRICAL SERVICES	\$759.00	
RSA Signs Pty Ltd	2006.12059-01	26/02/2018	SIGNS		\$1,101.30
	00071871	17/01/2018	SIGNS	\$448.92	
	00071867	19/01/2018	SIGNS	\$277.24	
	00071897	01/02/2018	SIGN	\$192.50	
	00072061	09/02/2018	SIGNS	\$182.64	
Environmental Health Australia (New South Wales) Incorporated	2006.12117-01	26/02/2018	FOOD SAFETY		\$550.00
	1356	22/02/2018	FOOD SAFETY	\$550.00	
True Plumbing and Gas	2006.12148-01	26/02/2018	PLUMBING		\$137.50
	INV-0648	20/02/2018	REPAIRS TO LEAKING SHOWER AND URINAL AT OPERATIONS	\$137.50	

Payee	Cheque No	Date	Details	Sub Total	Total
Budget Windcreens	2006.12155-01 19275	26/02/2018 31/01/2018	WINDSCREEN SUPPLY & INSTALL WINDSCREEN TO 811MDG	\$670.00	\$670.00
WA School Canteen Suppliers	2006.12183-01 00002584	26/02/2018 11/01/2018	KIOSK SUPPLIES	\$875.60	\$1,670.84
	00002591	23/01/2018	KIOSK SUPPLIES	\$636.52	
	00002592	30/01/2018	KIOSK SUPPLIES	\$158.72	
One Stop Success Pty Ltd T/A Star West Party Hire	2006.12234-01 1249	26/02/2018 22/02/2018	CINEMA HIRE CINEMA HIRE - CINEMA UNDER STARLIGHT	\$970.00	\$970.00
Gullis By Robyn	2006.12304-01 127	26/02/2018 15/02/2018	VISITOR CENTRE STOCK CUSHION COVERS AND PLACE MATS	\$85.00	\$85.00
Cafe Molo Munding	2006.12308-01 1004	26/02/2018 22/02/2018	PLATTERS PLATTERS	\$158.40	\$158.40
Eco Faeries	2006.12333-01 180202	26/02/2018 22/02/2018	ENTERTAINMENT ROVING FAERIES - CINEMA UNDER STARLIGHT	\$480.00	\$480.00
Rodriguez Pty Ltd	2006.12342-01 00047469	26/02/2018 09/02/2018	TEA TOWELS TEA TOWELS	\$284.68	\$284.68
LRS Australia	2006.12355-01 01269439	26/02/2018 22/02/2018	PAGER PAGER	\$1,870.00	\$1,870.00
Blue Force Pty Ltd	2006.12374-01 74111	26/02/2018 20/02/2018	ALARM CODE MAINTENANCE ALARM CODE MAINTENANCE	\$194.70	\$194.70
EvolvePlus Pty Ltd	2006.12387-01 1848	26/02/2018 23/02/2018	COUNTER COUNTER	\$929.50	\$929.50
Mr L Boyle	2006.12393-01 YOUTH	26/02/2018 22/02/2018	YOUTH GRANTS YOUTH GRANTS	\$100.00	\$100.00
Sigma Chemicals	2006.124-01 110796/01	26/02/2018 16/01/2018	POOL CHEMICALS CHLORINE/POOL CHEMICALS	\$213.07	\$2,404.16
	399729	23/01/2018	CHLORINE/POOL CHEMICALS	\$957.99	
	111222/01	02/02/2018	SODA ASH	\$1,233.10	
Shire of Munding	2006.13-01 PY02-17-Private	26/02/2018 18/02/2018	PAYROLL DEDUCTION PAYROLL DEDUCTION	\$140.00	\$4,250.70
	PY02-17-Buy	18/02/2018	PAYROLL DEDUCTION	\$421.38	
	PY02-17-LSL	18/02/2018	PAYROLL DEDUCTION	\$134.62	
	PY01-17-Private	18/02/2018	PAYROLL DEDUCTION	\$420.00	
	PY01-17-Child	18/02/2018	PAYROLL DEDUCTION	\$1,043.61	
	PY01-17-Buy	18/02/2018	PAYROLL DEDUCTION	\$706.38	
	PY01-17-	18/02/2018	PAYROLL DEDUCTION	\$659.22	
	PY01-17-LSL	18/02/2018	PAYROLL DEDUCTION	\$668.26	
			PAYROLL DEDUCTION	\$57.23	

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Western Australian Treasury Corp	2006.131-01	26/02/2018	LOAN REPAYMENT		\$91,888.81
	LOAN 170	30/01/2018	LOAN 170 REPAYMENT - PRINCIPAL & INTEREST	\$42,395.12	
	LOAN 171	30/01/2018	LOAN 171 REPAYMENT - PRINCIPAL & INTEREST	\$49,493.69	
Eastern Hills Saws & Mowers Pty Ltd	2006.146-01	26/02/2018	EQUIPMENT		\$530.00
	40649 # 0	20/02/2018	WHIPPER SNIPPER	\$530.00	
Coates Hire	2006.155-01	26/02/2018	HIRE		\$477.62
	16891481	02/02/2018	TOILET HIRE - CINEMA UNDER STARLIGHT	\$477.62	
Vodafone	2006.166-01	26/02/2018	FEES		\$1,991.35
	11188932	20/02/2018	PAGER FEES	\$1,991.35	
Compays Pty Ltd T/A Harmony Software	2006.1689-01	26/02/2018	SOFTWARE EXPENSES		\$550.00
	00019643	22/02/2018	HARMONY WEB PROGRAM	\$550.00	
Cova Parts Pty Ltd	2006.189-01	26/02/2018	PARTS		\$170.10
	1610078563	06/02/2018	PARTS	\$111.11	
	1610079488	08/02/2018	PARTS	\$58.99	
Zurich Australian Insurance Ltd	2006.2000-01	26/02/2018	INSURANCE EXCESS		\$1,565.45
	633587086	22/02/2018	INSURANCE EXCESS FOR CLAIM 043MDG	\$1,565.45	
Eastern Metropolitan Regional Council	2006.21-01	26/02/2018	LANDFILL DISPOSAL FEES		\$130,183.44
	EMRC27576	16/02/2018	REGIONAL ECONOMIC DEVELOPMENT	\$13,490.40	
	013679	20/02/2018	LANDFILL DISPOSAL FEES 01/02/18 - 06/02/18	\$34,007.39	
	EMRC27491	20/02/2018	MATHIESON RD TRANSFER STATION	\$18,349.81	
	EMRC27490	20/02/2018	COPPIN RD TRANSFER STATION	\$23,053.66	
	013736	22/02/2018	LANDFILL DISPOSAL FEES 07/02/18 - 13/02/18	\$41,282.18	
Deputy Commissioner of Taxation	2006.215-01	26/02/2018	TAXATION		\$147,434.00
	PY01-17-Deputy	18/02/2018	PAYROLL DEDUCTION	\$121,288.00	
	PY02-17-Deputy	18/02/2018	PAYROLL DEDUCTION	\$26,146.00	
Asphaltech Pty Ltd	2006.2163-01	26/02/2018	ASPHALT		\$33,683.38
	10005377	20/02/2018	PROFILING, REMOVAL OF OLD ASPHALT AND LAYING - PINE	\$11,961.83	
	10005271	20/02/2018	ASPHALT - MORRISON ROAD	\$21,721.55	
Country Womens Association of WA Inc - Mundaring Branch	2006.2165-01	26/02/2018	CATERING		\$240.00
	66	20/02/2018	CATERING	\$240.00	
Security & Key Distributors	2006.218-01	26/02/2018	KEYS		\$1,127.54
	1033481	02/02/2018	KEYS	\$417.69	
	1033504	02/02/2018	KEYS	\$75.12	
	1033508	02/02/2018	KEYS	\$50.08	
	1033440	30/01/2018	LOCKS	\$298.67	
	1033507	02/02/2018	KEYS	\$50.08	
	1033761	02/02/2018	CALL OUT - BOYA CHANGEROOMS	\$235.90	
Stewart & Heaton Clothing Co	2006.2625-01	26/02/2018	UNIFORMS		\$98.42
	SIN-2633612	02/02/2018	UNIFORMS	\$98.42	

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Regenerated Landscapes	2006.2768-01	26/02/2018	WEED SPRAYING		\$1,225.00
	73	20/02/2018	HAZARD REDUCTION	\$300.00	
	74	20/02/2018	HAZARD REDUCTION	\$200.00	
	75	20/02/2018	HAZARD REDUCTION	\$725.00	
Holton Connor Architects & Planners	2006.2802-01	26/02/2018	ARCHITECT SERVICES		\$550.00
	00005057	22/02/2018	ARCHITECTURAL SERVICES	\$550.00	
Landgate	2006.314-01	26/02/2018	TITLE SEARCHES & INTERIM VALUATIONS		\$588.80
	336891-	31/01/2018	INTERIM VALUATIONS	\$487.60	
	827319	06/02/2018	ONLINE TITLE SEARCHES	\$101.20	
Battery World Midland	2006.3180-01	26/02/2018	BATTERIES		\$816.00
	#N6031734437	18/01/2018	BATTERIES	\$398.00	
	#N6031734817	18/01/2018	BATTERIES	\$219.00	
	#N6031735062	01/02/2018	BATTERIES	\$199.00	
Department of Fire & Emergency Services	2006.320-01	26/02/2018	COST SHARE OF CESM		\$20,760.44
	146715	09/02/2018	COST SHARE OF CESM 29/09/17-28/12/17	\$20,760.44	
Turfworks WA Pty Ltd	2006.3232-01	26/02/2018	MOWING		\$1,773.14
	4302	20/02/2018	MOWING	\$1,773.14	
Quick Corporate Australia	2006.3445-01	26/02/2018	STATIONERY		\$125.88
	SIN-924088	09/02/2018	STATIONERY	\$125.88	
Courier Australia	2006.375-01	26/02/2018	COURIER SERVICES		\$64.16
	0329	22/02/2018	COURIER SERVICES	\$64.16	
Kleenit Pty Ltd	2006.3780-01	26/02/2018	MAINTENANCE		\$533.50
	122000	22/02/2018	GRAFFITI COATING FOR BUS SHELTER	\$533.50	
Bucher Municipal Pty Ltd	2006.3868-01	26/02/2018	EQUIPMENT PURCHASES		\$823.24
	883741	23/01/2018	SUPPLY OF PARTS FOR SWEEPER TRUCK - 043 MDG	\$823.24	
Bunzl Ltd	2006.388-01	26/02/2018	CLEANING SUPPLIES		\$1,610.17
	U098653	10/01/2018	CLEANING SUPPLIES	\$47.14	
	U108760	30/01/2018	CLEANING SUPPLIES	\$746.74	
	U128313	02/02/2018	PAPER TOWELS	\$816.29	
Western Australian Local Government Association	2006.393-01	26/02/2018	TRAINING		\$515.00
	I3069193	26/02/2018	SHORT COURSE - COUNCILLOR	\$515.00	
Modern Teaching Aids Pty Ltd	2006.396-01	26/02/2018	EDUCATIONAL RESOURCES		\$76.95
	43234321	09/02/2018	RESOURCES	\$76.95	
J. Blackwood & Son Pty Ltd	2006.397-01	26/02/2018	DEPOT CONSUMABLES		\$479.56
	PE03230S	20/02/2018	HAND CLEANER	\$10.08	
	PE9264OS	20/02/2018	SUPPLIES	\$417.21	
	PE6889OR	20/02/2018	SUPPLIES	\$52.27	

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Down Under Stump Grinding Pty Ltd	2006.3998-01	26/02/2018	STREET TREE MAINTENANCE		\$552.20
	30067	20/02/2018	STUMP GRINDING	\$244.20	
	30075	22/02/2018	STREET TREE MAINTENANCE	\$57.75	
	30085	23/02/2018	STUMP GRINDING FOR STREET TREE MAINTENANCE	\$250.25	
Health Insurance Fund of WA	2006.4-01	26/02/2018	PAYROLL DEDUCTION		\$1,171.00
	PY01-17-HIF	18/02/2018	PAYROLL DEDUCTION	\$1,171.00	
Advance Press (2013) Pty Ltd	2006.4162-01	26/02/2018	PRINTING		\$2,959.00
	120476	23/02/2018	PRINTING - NEW RESIDENT PACKS	\$2,959.00	
Mahogany Building & Design	2006.452-01	26/02/2018	MAINTENANCE		\$363.00
	INV0049	22/02/2018	MAINTENANCE	\$363.00	
Flexi Staff Pty Ltd	2006.4560-01	26/02/2018	TEMP STAFF		\$4,088.55
	185468	22/02/2018	TEMP STAFF - DEPOT	\$2,271.42	
	185564	23/02/2018	TEMP STAFF - DEPOT	\$1,817.13	
Early Childhood Australia Inc	2006.4584-01	26/02/2018	MEMBERSHIP RENEWAL		\$246.00
	234090	13/02/2018	MEMBERSHIP RENEWAL	\$246.00	
ELAN Energy Matrix Pty Ltd T/A Tyre Recyclers WA	2006.4592-01	26/02/2018	TYRES & REPAIRS		\$550.25
	INV-02647-	25/01/2018	COLLECTION OF USED TYRES FROM OPERATIONS CENTRE	\$550.25	
Midalla Steel Pty Ltd	2006.47-01	26/02/2018	STEEL SUPPLIES		\$23.85
	61730622	02/02/2018	CHIDLOW OVAL - SUPPLY OF STEEL FOR FOOTY GOALS	\$23.85	
Pure Air Filters	2006.4749-01	26/02/2018	AIR FILTER CLEANING		\$165.00
	00010463	01/02/2018	AIR FILTER CLEANING	\$165.00	
Echo Newspaper	2006.480-01	26/02/2018	ADVERTISING		\$1,303.50
	00364038	24/01/2018	ADVERTISING	\$1,303.50	
Work Clobber	2006.508-01	26/02/2018	WORK CLOTHES		\$361.80
	MI120050	20/02/2018	WORK CLOTHES	\$361.80	
Peter Godfrey	2006.5107-01	26/02/2018	FENCING		\$1,100.00
	1046	20/02/2018	SCULPTURE PARK - REPAIRS TO PINE RAIL FENCE	\$1,100.00	
Electrical Distributors Of WA Pty Ltd	2006.5305-01	26/02/2018	ELECTRICAL SUPPLIES		\$1,474.34
	OEI1876700	06/02/2018	ELECTRICAL COMPONENTS FOR MUNDARING TENNIS COURTS	\$1,474.34	
The Framing Factory	2006.54-01	26/02/2018	FRAMING		\$899.70
	00001723	20/02/2018	FRAMING	\$899.70	
Community Newspaper Group	2006.555-01	26/02/2018	ADVERTISING		\$1,525.19
	2899954	09/02/2018	ADVERTISING	\$1,525.19	
Totally Workwear Midland	2006.5558-01	26/02/2018	UNIFORMS		\$1,002.32
	MD3896.D1	17/01/2018	UNIFORMS	\$452.87	
	MD3776.D1	17/01/2018	UNIFORMS	\$304.16	
	MD3893.D1	01/02/2018	UNIFORMS	\$245.29	

Payee	Cheque No	Date	Details	Sub Total	Total
Shire of Mundaring - Lotto Club	2006.6719-01	26/02/2018	PAYROLL DEDUCTION		\$271.60
	PY01-17-STAFF	18/02/2018	PAYROLL DEDUCTION	\$258.02	
	PY02-17-STAFF	18/02/2018	PAYROLL DEDUCTION	\$13.58	
West Coast Spring Water Pty Ltd	2006.5945-01	26/02/2018	CAFE BAR CONSUMABLES		\$6.70
	1035526	26/02/2018	WATER	\$6.70	
Shire of Mundaring - Social Club	2006.6-01	26/02/2018	PAYROLL DEDUCTION		\$168.00
	PY01-17-	18/02/2018	PAYROLL DEDUCTION	\$166.00	
	PY02-17-	18/02/2018	PAYROLL DEDUCTION	\$2.00	
Baileys Fertilisers	2006.61-01	26/02/2018	FERTILISER		\$1,831.50
	INV13785	22/02/2018	ENERGY TURF FOR HELENA VALLEY OVAL	\$1,831.50	
Reface Industries Pty Ltd	2006.6126-01	26/02/2018	OFFICE EQUIPMENT		\$588.08
	29057	23/02/2018	OFFICE EQUIPMENT	\$588.08	
Strata Corporation Pty Ltd T/A StrataGreen	2006.6282-01	26/02/2018	EQUIPMENT		\$1,692.93
	91277	01/02/2018	SUPPLY AND DELIVERY OF ROOT BARRIER	\$1,692.93	
Midland Rubber Stamps	2006.641-01	26/02/2018	STATIONERY		\$74.70
	00040846	01/02/2018	STAMP	\$74.70	
Australian Training Management	2006.6423-01	26/02/2018	STAFF TRAINING		\$2,070.00
	00011908	15/02/2018	STAFF TRAINING	\$2,070.00	
A Class Line Marking Service	2006.6570-01	26/02/2018	MAINTENANCE		\$625.46
	00180204	20/02/2018	MAINTENANCE	\$625.46	
Western Power	2006.6657-01	26/02/2018	ELECTRICAL SERVICES		\$450.00
	6239551198069	22/02/2018	CONNECTION CONSUMER MAINS	\$450.00	
Host Corporation Pty Ltd T/A Host Direct	2006.6792-01	26/02/2018	EQUIPMENT		\$262.90
	134267	13/02/2018	SERVICE TROLLEY FOR BOYA COMMUNITY CENTRE	\$262.90	
The Watershed Water Systems	2006.68-01	26/02/2018	RETICULATION PARTS		\$128.92
	10161822	06/02/2018	RETICULATION PARTS	\$128.92	
Australian Services Union	2006.7-01	26/02/2018	PAYROLL DEDUCTION		\$274.80
	PY01-17-	18/02/2018	PAYROLL DEDUCTION	\$27.46	
	PY02-17-	18/02/2018	PAYROLL DEDUCTION	\$247.14	
ID Consulting Pty Ltd	2006.7039-01	26/02/2018	FINAL SUBSCRIPTION FEE		\$1,045.00
	00011942	09/02/2018	FINAL SUBSCRIPTION FEE	\$1,045.00	
Humes Wembley Cement (Holdim Australia Pty Ltd)	2006.7347-01	26/02/2018	CONCRETE PRODUCTS		\$5,610.00
	9403452553	17/01/2018	GRATED COVER	\$935.00	
	9403452555	17/01/2018	CONCRETE PRODUCTS	\$4,675.00	
Scoob's Dingo Service	2006.7426-01	26/02/2018	SWEEPING		\$6,567.00
	2009	16/02/2018	DINGO SERVICES	\$412.50	
	2004	22/02/2018	SWEEPING	\$2,392.50	

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	2010	22/02/2018	SWEEPING	\$2,722.50	
	2012	22/02/2018	DRAINS	\$1,039.50	
Eastfleet	2006.7641-01 110231	26/02/2018	NOVATED LEASE		\$2,954.37
		26/02/2018	NOVATED LEASE		
West Force Plumbing & Gas	2006.7735-01 00023256	26/02/2018	PLUMBING		\$225.50
		02/02/2018	PLUMBING		
Weston Road Systems	2006.7806-01 Mund 89	26/02/2018	PAVEMENT MARKING		\$2,260.78
		20/02/2018	PAVEMENT MARKING		\$1,490.78
	Mund 90	20/02/2018	PAVEMENT MARKING		\$385.00
	Mund 88	20/02/2018	PAVEMENT MARKING		\$385.00
Shredding Services Pty Ltd	2006.7854-01 00001434	26/02/2018	GREENWASTE PROCESSING SERVICES		\$27,025.90
		20/02/2018	GREENWASTE PROCESSING SERVICES		
Ricoth Finance	2006.7857-01 096009	26/02/2018	RENTAL CHARGES		\$210.10
		01/02/2018	RENTAL CHARGES		
Bunnings Group Limited	2006.80-01 2180/01652273	26/02/2018	HARDWARE		\$727.54
		01/02/2018	HARDWARE		\$490.00
	2180/01186243	09/02/2018	HARDWARE		\$237.54
LGRCEU	2006.8-01 PY02-17-	26/02/2018	PAYROLL DEDUCTION		\$61.50
		19/02/2018	PAYROLL DEDUCTION		
Swan View & Districts Agricultural Arts Society Inc	2006.818-01 2018-3w05	26/02/2018	GRANT		\$2,500.00
		22/02/2018	FUNDING FOR SWAN VIEW SHOW		
Natural Area Holdings P/L T/A Natural Area Consulting	2006.8374-01 00008869	26/02/2018	WEED CONTROL		\$1,287.00
		02/02/2018	WEED CONTROL		
Sankey Plumbing Service	2006.8545-01 4040	26/02/2018	PLUMBING		\$506.00
		20/02/2018	REPAIRS		
Great Sand Supplies Trust	2006.8584-01 00003948	26/02/2018	GRAVEL STOCK		\$25,642.37
		06/02/2018	GRAVEL STOCK		\$6,861.88
	00003949	06/02/2018	FERRICRETE		\$13,982.16
	00003950	06/02/2018	FERRICRETE		\$4,798.33
Nextside Pty Ltd	2006.8609-01 00001775	26/02/2018	FOOTPATH MAINTENANCE		\$8,657.00
		01/02/2018	REMOVE AND REINSTATE DAMAGED FOOTPATH & PRAM RAMP		
Quality Press	2006.8652-01 143725	26/02/2018	PRINTING		\$215.60
		22/02/2018	T-CARDS		
Airlite Cleaning	2006.8677-01 329346	26/02/2018	SANITARY BINS		\$2,195.22
		09/02/2018	SANITARY UNITS SERVICED		\$261.80
	329345	22/02/2018	SANITARY BINS		\$1,933.42
Hills Asbestos Removal & Demolition	2006.8696-01 183	26/02/2018	ASBESTOS REMOVAL		\$350.00
		20/02/2018	REMOVAL OF ASBESTOS - 61 BEACONSFIELD AVE		

Payee	Cheque No	Date	Details	Sub Total	Total
Northam Tree Services	2006.8769-01	26/02/2018	STREET TREE MAINTENANCE		
	1734	20/02/2018	STREET TREE MAINTENANCE	\$3,149.30	\$8,359.89
	1727	20/02/2018	STREET TREE MAINTENANCE	\$2,488.64	
	1735	23/02/2018	STREET TREE MAINTENANCE	\$2,721.95	
Ye Olde Icecream Van	2006.8835-01	26/02/2018	ICE CREAM VAN		
	1/22018	23/02/2018	ICE CREAM VAN - CINEMA UNDER STARLIGHT	\$608.00	\$808.00
Wild-Card.org	2006.8906-01	26/02/2018	CARD STOCK		
	00006251	23/02/2018	CARD STOCK	\$255.75	\$255.75
Mundaring Glass & Security	2006.91-01	26/02/2018	GLAZING		
	00114575	16/02/2018	GLAZING	\$300.50	\$2,800.50
	112927A	26/02/2018	REMOVE AND REINSTATE STAINED GLASS WINDOW STAGE 2	\$2,500.00	
Zeros Pty Ltd	2006.9142-01	26/02/2018	KIOSK SUPPLIES		
	76841	08/02/2018	KIOSK SUPPLIES	\$591.00	\$591.00
Elgas Ltd	2006.9380-01	26/02/2018	GAS		
	0367597972	20/02/2018	GAS	\$55.00	\$55.00
Brice Pest Management	2006.9598-01	26/02/2018	TERMITE TREATMENT		
	02231	22/02/2018	TERMITE TREATMENT	\$176.00	\$891.00
	02339	22/02/2018	TERMITE TREATMENT	\$264.00	
	02337	22/02/2018	TERMITE TREATMENT	\$187.00	
	02336	22/02/2018	TERMITE TREATMENT	\$132.00	
	02335	22/02/2018	TERMITE TREATMENT	\$132.00	
Ramzilia Timber Pty Ltd T/Ae Mundaring Hardware	2006.9824-01	26/02/2018	HARDWARE		
	54357	06/02/2018	HARDWARE	\$96.86	\$1,289.23
	54355	08/02/2018	HARDWARE	\$168.65	
	54389	09/02/2018	HARDWARE	\$176.65	
	54350	16/02/2018	HARDWARE	\$847.07	
Caversham Suns Junior Football Club Inc	2007.10991-01	27/02/2018	KIDSPORT PAYMENT		
	KS017268	23/02/2018	KIDSPORT PAYMENT	\$150.00	\$300.00
	KS017156	23/02/2018	KIDSPORT PAYMENT	\$150.00	
Ms C S Tyrrell	2007.11372-01	27/02/2018	PEST LICENCE RENEWAL		
	REIMBURSEME	26/02/2018	PEST LICENCE RENEWAL	\$175.00	\$175.00
Perth Strikers CFC	2007.12395-01	27/02/2018	KIDSPORT FUNDING		
	KS017207	23/02/2018	KIDSPORT FUNDING	\$300.00	\$450.00
	KS017167	27/02/2018	KIDSPORT FUNDING	\$150.00	
Synergy	2007.174-01	27/02/2018	ELECTRICITY		
	5176146213	15/02/2018	ELECTRICITY	\$213.95	\$1,838.95
	5176146311	22/02/2018	ELECTRICITY	\$977.45	
	3349637926	22/02/2018	ELECTRICITY	\$847.55	
Eastern Hills WA Wildflower Society Inc	2007.2028-01	27/02/2018	TUBESTOCK		
	1718-01	06/02/2018	TUBESTOCK	\$180.00	\$180.00

Payee	Cheque No	Date	Details	Sub Total	Total
Westfarmers Kleenheat Gas Pty Ltd	2007.355-01	27/02/2018	GAS		\$1,679.81
	21185736	18/01/2018	GAS	\$1,455.85	
	21191200	25/01/2018	GAS	\$223.96	
1st Darlington Scout Group	2007.6326-01	27/02/2018	KIDSPORT FUNDING		\$600.00
	003-2018	23/02/2018	KIDSPORT FUNDING	\$150.00	
	002-2018	23/02/2018	KIDSPORT FUNDING	\$150.00	
	001-2018	23/02/2018	KIDSPORT FUNDING	\$300.00	
Parkerville Junior Football Club	2007.6706-01	27/02/2018	KIDSPORT FUNDING		\$110.00
	KS017248	23/02/2018	KIDSPORT FUNDING	\$110.00	
Mundaring Junior Football Club	2007.9058-01	27/02/2018	KIDSPORT FUNDING		\$195.00
	KS017253	23/02/2018	KIDSPORT FUNDING	\$195.00	
Mundaring Girls' Brigade Company	2007.9126-01	27/02/2018	KIDSPORT FUNDING		\$300.00
	KS017198	23/02/2018	KIDSPORT FUNDING	\$300.00	
Girl Guides Western Australia Inc	2007.9338-01	27/02/2018	KIDSPORT FUNDING		\$450.00
	KS017449	23/02/2018	KIDSPORT FUNDING	\$150.00	
	KS017446	23/02/2018	KIDSPORT FUNDING	\$150.00	
	KS017183	23/02/2018	KIDSPORT FUNDING	\$150.00	
Riding for the Disabled WA Hills Group	2007.9703-01	27/02/2018	KIDSPORT FUNDING		\$110.00
	KS017112	23/02/2018	KIDSPORT FUNDING	\$110.00	
St Anthony's Netball Club	2007.9785-01	27/02/2018	KIDSPORT FUNDING		\$150.00
	KS017213	23/02/2018	KIDSPORT FUNDING	\$150.00	
Care Giver Subsidies	2008.3462-01	22/02/2018	CARE GIVER SUBSIDIES		\$40,710.82
	220218	27/02/2018	CARE GIVER SUBSIDIES	\$40,710.82	
ClickSuper Pty Ltd	2008.11050-01	28/02/2018	SUPERANNUATION		\$200,921.14
	Feb2018-1	28/02/2018	SUPERANNUATION-FEB2018-1	\$153,273.34	
	Feb2018-10	28/02/2018	SUPERANNUATION-FEB2018-10	\$1,175.32	
	Feb2018-12	28/02/2018	SUPERANNUATION-FEB2018-12	\$3,086.34	
	Feb2018-13	28/02/2018	SUPERANNUATION-FEB2018-13	\$5,975.13	
	Feb2018-14	28/02/2018	SUPERANNUATION-FEB2018-14	\$445.75	
	Feb2018-18	28/02/2018	SUPERANNUATION-FEB2018-18	\$2,359.57	
	Feb2018-19	28/02/2018	SUPERANNUATION-FEB2018-19	\$188.74	
	Feb2018-20	28/02/2018	SUPERANNUATION-FEB2018-20	\$292.77	
	Feb2018-22	28/02/2018	SUPERANNUATION-FEB2018-22	\$832.32	
	Feb2018-23	28/02/2018	SUPERANNUATION-FEB2018-23	\$1,488.78	
	Feb2018-24	28/02/2018	SUPERANNUATION-FEB2018-24	\$948.08	
	Feb2018-26	28/02/2018	SUPERANNUATION-FEB2018-26	\$1,071.84	
	Feb2018-27	28/02/2018	SUPERANNUATION-FEB2018-27	\$1,568.72	
	Feb2018-3	28/02/2018	SUPERANNUATION-FEB2018-3	\$692.60	
	Feb2018-30	28/02/2018	SUPERANNUATION-FEB2018-30	\$842.45	
	Feb2018-32	28/02/2018	SUPERANNUATION-FEB2018-32	\$1,182.40	
	Feb2018-33	28/02/2018	SUPERANNUATION-FEB2018-33	\$1,196.37	
	Feb2018-34	28/02/2018	SUPERANNUATION-FEB2018-34	\$67.82	
	Feb2018-35	28/02/2018	SUPERANNUATION-FEB2018-35	\$357.46	

Payee	Cheque No	Date	Details	Sub Total	Total
	Feb2018-37	28/02/2018	SUPERANNUATION-FEB2018-37	\$857.86	
	Feb2018-4	28/02/2018	SUPERANNUATION-FEB2018-4	\$971.22	
	Feb2018-40	28/02/2018	SUPERANNUATION-FEB2018-40	\$974.94	
	Feb2018-41	28/02/2018	SUPERANNUATION-FEB2018-41	\$484.88	
	Feb2018-42	28/02/2018	SUPERANNUATION-FEB2018-42	\$1,140.90	
	Feb2018-43	28/02/2018	SUPERANNUATION-FEB2018-43	\$592.76	
	Feb2018-46	28/02/2018	SUPERANNUATION-FEB2018-46	\$122.88	
	Feb2018-47	28/02/2018	SUPERANNUATION-FEB2018-47	\$325.88	
	Feb2018-48	28/02/2018	SUPERANNUATION-FEB2018-48	\$516.17	
	Feb2018-49	28/02/2018	SUPERANNUATION-FEB2018-49	\$296.82	
	Feb2018-50	28/02/2018	SUPERANNUATION-FEB2018-50	\$580.48	
	Feb2018-52	28/02/2018	SUPERANNUATION-FEB2018-52	\$505.18	
	Feb2018-53	28/02/2018	SUPERANNUATION-FEB2018-53	\$979.54	
	Feb2018-54	28/02/2018	SUPERANNUATION-FEB2018-54	\$146.56	
	Feb2018-55	28/02/2018	SUPERANNUATION-FEB2018-55	\$1,859.52	
	Feb2018-56	28/02/2018	SUPERANNUATION-FEB2018-56	\$499.21	
	Feb2018-6	28/02/2018	SUPERANNUATION-FEB2018-6	\$440.42	
	Feb2018-7	28/02/2018	SUPERANNUATION-FEB2018-7	\$1,413.38	
	Feb2018-8	28/02/2018	SUPERANNUATION-FEB2018-8	\$11,108.29	
	Feb2018-9	28/02/2018	SUPERANNUATION-FEB2018-9	\$58.45	
			Total Confirmation Cheques	\$2,390,535.36	
Shire of Mundaring - Trust Fund	158416396				
Cheque	00400337	08/02/2018	KEY BOND REFUND		
Swan View Toy Library Inc	1034848	08/02/2018	KEY BOND REFUND	\$55.00	\$55.00
Ms T Cross	00400338	08/02/2018	HALL BOND REFUND		
	1042361	08/02/2018	HALL BOND REFUND	\$1,000.00	\$1,000.00
Mr O Gilles	00400339	08/02/2018	KEY BOND REFUND		
	903731	08/02/2018	KEY BOND REFUND	\$55.00	\$55.00
Linley Valley Pty Ltd	00400340	08/02/2018	REFUND REVEGETATION BOND 425 LINLEY RD		
	913927	08/02/2018	REFUND REVEGETATION BOND 425 LINLEY RD	\$5,133.10	\$5,133.10
Mrs J E Lucas	00400341	22/02/2018	HALL BOND REFUND		
	1041181	22/02/2018	HALL BOND REFUND	\$330.00	\$330.00
Ms R E Wigley	00400342	22/02/2018	HALL BOND REFUND		
	1021361	22/02/2018	HALL BOND REFUND	\$110.00	\$110.00
Mr J McMurtrie	00400343	22/02/2018	HALL BOND REFUND		
	1041358	22/02/2018	HALL BOND REFUND	\$1,000.00	\$1,000.00
Mr W R Wallenborn	00400344	22/02/2018	KEY BOND REFUND		
	1045297	22/02/2018	KEY BOND REFUND	\$55.00	\$55.00
Mr R K Perks	00400345	22/02/2018	HALL BOND REFUND		
	1029173	22/02/2018	HALL BOND REFUND	\$110.00	\$110.00

Payee	Cheque No	Date	Details	Sub Total	Total
Building & Construction Industry Training Fund	00400346	28/02/2018	BCITF LEVY - FEBRUARY 2018		\$6,253.10
	FEB 2018	28/02/2018	BCITF LEVY - FEBRUARY 2018	\$6,253.10	
Shire of Mundaring	00400347	28/02/2018	BCITF LEVY - FEBRUARY 2018		\$173.25
	FEB 2018	28/02/2018	BCITF LEVY - FEBRUARY 2018	\$173.25	
Shire of Mundaring	00400348	28/02/2018	BUILDING SERVICES LEVY - FEBRUARY 2018		\$455.00
	FEB 2018	28/02/2018	BUILDING SERVICES LEVY - FEBRUARY 2018	\$455.00	
Building Commission	00400349	28/02/2018	BUILDING SERVICES LEVY - FEBRUARY 2018		\$8,737.82
	FEB 2018	28/02/2018	BUILDING SERVICES LEVY - FEBRUARY 2018	\$8,737.82	
			Total Confirmation Cheques		\$23,467.27
PAYMENTS BY ELECTRONIC FUNDS TRANSFER (Payroll)					
Pay Summary	PP16/18 cycle 1	07/02/2018			\$394,564.03
Pay Summary	PP16/18 cycle 2	07/02/2018			\$90,263.96
Pay Summary	PP17/18 cycle 1	21/02/2018			\$386,950.09
Pay Summary	PP17/18 cycle 2	21/02/2018			\$91,162.98
		Total Payroll Payments Direct From Municipal Account			\$962,961.06
PAYMENTS BY DIRECT DEBIT FROM MUNICIPAL ACCOUNT					
Bendigo - Merch Bank Fees					\$5,888.18
Bendigo - Direct Debit Fees					\$309.58
Exidebit Bank Fees					\$315.56
Commonwealth Bank - Bpoint Fees					\$3,495.60
General Procedure Claim Fees					\$10,388.60
NAB - Purchase Cards					\$29,977.02
Fleetcare - Fuel Payments					\$5,765.52
HP Financial Services - Equipment Lease					\$21,557.80
Konica Minolta - Equipment Lease					\$2,696.41
Konica Minolta - Equipment Lease					\$152.66
Puma Fuel					-
		Total Electronic Fund Payments Direct From Municipal Account			\$80,546.93

NAB Credit Card				
Date	Supplier	Description	Amount	Card User
30-Jan-18	Officeworks	KSP library - thermal paper for receipt printer	\$119.90	Kerryn Martin
30-Jan-18	Australia Post	USB stick (for video file storage)	\$19.99	Beverley Beale
31-Jan-18	City of Perth Parking	Parking for Dog Act Trial - Case # 39020	\$16.13	Craig Cuthbert
31-Jan-18	City of Perth Parking	Parking for Dog Act Trial - Case # 39020	\$16.13	Craig Cuthbert
31-Jan-18	Coles	Food and consumables for MECPC	\$15.62	Susan Broad
31-Jan-18	Coles	Food and consumables for MECPC	\$18.81	Susan Broad
31-Jan-18	Coles	Food and consumables for MECPC	\$571.62	Susan Broad
31-Jan-18	Steaks N Stuff	Meat for SCFC Clayton View & MECPC	\$1,183.58	Susan Broad
31-Jan-18	Murdoch University	Approach to Planning the Future of WA - Planning Officer and Manager of Planning	\$220.00	Eileen Bolton
31-Jan-18	Bunnings	KSP Library - folding tables	\$98.00	Kerryn Martin
31-Jan-18	Jb Hi Fi	AFM Library - DVDs	\$216.83	Helen McKissock
31-Jan-18	Bookdepository.Com	Junior book stock for AFM and KSP libraries	\$79.35	Morgan Yasbincek
31-Jan-18	Jb Hi Fi	Junior A/V stock for AFM and KSP libraries	\$299.02	Morgan Yasbincek
31-Jan-18	Steaks N Stuff	Meat for SCFC Clayton View & MECPC	\$470.18	Susan Broad
31-Jan-18	Parentshop Pty Ltd	50 x Parent Workbooks for Parenting Program	\$474.90	Jillian Pearce
31-Jan-18	Officeworks	Stationery items	\$76.92	Jillian Pearce
31-Jan-18	Bookdepository.Com	Junior book stock for AFM and KSP libraries	\$42.39	Morgan Yasbincek
31-Jan-18	Jb Hi Fi	Junior A/V stock for AFM and KSP libraries	\$322.49	Morgan Yasbincek
31-Jan-18	Campaignmonitor	Communication campaign on social media - Shire of Mundaring	\$16.21	Giulia Censi
31-Jan-18	Big W	Provisions for Reflections Café, Lake Leschenaultia	\$39.00	Leonie Ettridge
31-Jan-18	Rug Station Pty Ltd	Rug for room at MECPC	\$299.00	Raeleen McAllister
1-Feb-18	Angus & Robertson Book	Junior book stock for AFM and KSP libraries	\$63.64	Morgan Yasbincek
1-Feb-18	Woolworths	Purchase for Speaker Circle	\$2.85	Rachael Bacon
1-Feb-18	Woolworths	Purchase for Speaker Circle	\$32.45	Rachael Bacon
1-Feb-18	Angus & Robertson Book	Junior book stock for AFM and KSP libraries	\$29.37	Morgan Yasbincek
1-Feb-18	Facebook	Communication campaign on social media - Shire of Mundaring	\$10.11	Giulia Censi
1-Feb-18	Facebook	Communication campaign on social media - Shire of Mundaring	\$41.89	Giulia Censi
1-Feb-18	Campaignmonitor	Distribution of monthly What's On events newsletter	\$21.75	Beverley Beale
1-Feb-18	House	Provisions for Reflections Café, Lake Leschenaultia	\$30.99	Leonie Ettridge
2-Feb-18	Institute Of Public Works Australia	IPWEA Membership renewal	\$307.03	Joanne Dutton
2-Feb-18	Woolworths	Food items for OSHC for Afternoon teas - SCFC - CV	\$15.40	Jane Elkins
2-Feb-18	Woolworths	Food items for OSHC for Afternoon teas - SCFC - CV	\$85.05	Jane Elkins
2-Feb-18	WA News Direct	KSP Library - Subscription for the West Australian	\$141.59	Kerryn Martin
2-Feb-18	Matchbox Midland Gate	Provisions for Reflections Café, Lake Leschenaultia	\$62.90	Leonie Ettridge
2-Feb-18	Coles	Provisions for Reflections Café, Lake Leschenaultia	\$32.89	Leonie Ettridge
2-Feb-18	Coles	Provisions for Reflections Café, Lake Leschenaultia	\$79.75	Leonie Ettridge
2-Feb-18	Swan View IGA	Morning tea for the TAFE Meeting regarding the Adult Study Program - C&PCS - Middle Swan	\$1.79	Melissa Bill
2-Feb-18	Swan View IGA	Morning tea for the TAFE Meeting regarding the Adult Study Program - C&PCS - Middle Swan	\$30.26	Melissa Bill
5-Feb-18	Lenovo Australia	Lenovo Idea Centre PC Stick	\$199.00	Andrew Currell
5-Feb-18	Bunnings	Decking oil to re-coat wooden outdoor play equipment MECPC	\$146.00	Laurena Bogucki
5-Feb-18	Officeworks	Cleaning consumables & batteries - MECPC	\$103.14	Susan Broad
5-Feb-18	Stratton Supa IGA	KSP Library - office consumables	\$32.89	Kerryn Martin
		Morning tea for the Aboriginal Playgroups - C&PCS - IAS - Middle Swan	\$5.97	Melissa Bill

Date	Supplier	Description	Amount	Card User
5-Feb-18	Stratton Supa IGA	Morning tea for the Aboriginal Playgroups - C&PCS - IAS - Middle Swan	\$23.99	Melissa Bill
5-Feb-18	Aussie Outback Supplies	40 x Map Bags for Emergency Service Directories	\$960.00	Jenine Banks
5-Feb-18	Big W	Consumables for OSHC room and kitchen - SCFC - CV	\$93.00	Jane Elkins
5-Feb-18	Kmart	Resources for babies room - SCFC - CV	\$109.00	Jane Elkins
5-Feb-18	Spotlight	KSP Library - items for display	\$24.38	Kerryn Martin
5-Feb-18	Victoria Park	Parking fee - Director Strategic & Community Services	\$2.00	Megan Griffiths
5-Feb-18	Jb Hi Fi	iPad charger (Acting CEO)	\$29.00	Anna Italiano
6-Feb-18	Go Daddy	Mundaring wildcard certificate renewal	\$505.99	Andrew Currell
6-Feb-18	Go Daddy	Premium DNS renewal	\$105.34	Andrew Currell
6-Feb-18	Officeworks	Stationery items for MECPC	\$21.25	Laurena Bogucki
6-Feb-18	Coles	Food and consumables for MECPC	\$42.68	Susan Broad
6-Feb-18	Coles	Food and consumables for MECPC	\$439.31	Susan Broad
6-Feb-18	Snap Print Midland	KSP Library - printing of posters for anniversary of opening	\$80.00	Kerryn Martin
6-Feb-18	Duane Jackson	Refreshments for Brigades - Warrigall/Liberton Incident # 382343	\$461.00	Craig Cuthbert
7-Feb-18	Matchbox Midland Gate	Replacement digital probe for food audit MECPC	\$49.90	Laurena Bogucki
7-Feb-18	Officeworks	Stationery for MECPC	\$52.24	Susan Broad
7-Feb-18	Woolworths	Food items for Parenting program and storage containers - SCFC - CV	\$26.68	Jane Elkins
7-Feb-18	Woolworths	Food items for Parenting program and storage containers - SCFC - CV	\$17.97	Jane Elkins
7-Feb-18	ICMS Pty Ltd	Childhood Trauma Conference x 3 staff	\$3,585.00	Jillian Pearce
7-Feb-18	Jb Hi Fi	KSP Library - local stock AV purchase	\$140.88	Kerryn Martin
7-Feb-18	Jb Hi Fi	KSP Library - local stock AV purchase	\$125.89	Kerryn Martin
7-Feb-18	Officeworks	Office supplies	\$116.91	Joanne Dutton
7-Feb-18	Coles	Replacement kettle for kitchen	\$25.00	Beverley Beale
8-Feb-18	Coles	Apples for MECPC	\$40.50	Raeleen McAllister
8-Feb-18	H & I Investments WA	Mobile phone and screen protector	\$30.00	Stewart Winfield
8-Feb-18	H & I Investments WA	Purchase of plastic protector cover and acrylic screen cover for mobile phone	\$40.00	Stewart Winfield
8-Feb-18	Jb Hi Fi	AFM Library DVDs and CDs	\$552.59	Helen McKissock
8-Feb-18	Coles	Items for the first aid kit, afternoon tea for KAOS - C&PCS - IAS - Middle Swan	\$29.55	Melissa Bill
8-Feb-18	Kmart	Stationery items and storage tubs for the Adult Study Program - C&PCS - IAS - Middle Swan	\$37.00	Melissa Bill
8-Feb-18	Kmart	Stationery items and storage tubs for the Adult Study Program - C&PCS - IAS - Middle Swan	\$136.00	Melissa Bill
8-Feb-18	Secure Parking - City of Perth	Conference parking	\$22.55	Mark Luzi
8-Feb-18	Australia Post	Departing Gift - Infrastructure Protection Officer	\$11.88	Joanne Dutton
8-Feb-18	Australia Post	Departing Gift - Infrastructure Protection Officer	\$750.02	Joanne Dutton
8-Feb-18	Coles	Items for the first aid kit, afternoon tea for KAOS - C&PCS - IAS - Middle Swan	\$23.24	Melissa Bill
9-Feb-18	Jam Berry Pty Ltd	Goods returned to supplier - MECPC	-\$617.88	Raeleen McAllister
9-Feb-18	Angus & Robertson Book	AFM Library - Books	\$240.99	Helen McKissock
9-Feb-18	Bookdepository.Com	Junior book stock for AFM and KSP libraries	\$65.79	Morgan Yashincek
9-Feb-18	BCF Australia	Fly mesh hat	\$9.99	Joanne Dutton
9-Feb-18	Campaignmonitor	Volunteer Bulletin February 2018	\$30.49	Karen White
9-Feb-18	Woolworths	Food items - SCFC - CV	\$16.40	Jane Elkins
9-Feb-18	Angus & Robertson Book	KSP Library - local stock book purchase	\$205.98	Kerryn Martin
9-Feb-18	Bookdepository.Com	Junior book stock for AFM and KSP libraries	\$133.79	Morgan Yashincek
9-Feb-18	Transperth Ticket	Transport ticket for training course - PA to DSCS	\$5.60	Giulia Censi
9-Feb-18	Transperth Ticket	Transport ticket - PA to DSCS	\$5.60	Giulia Censi
9-Feb-18	Coles	Purchase of stock for Reflections Cafe	\$31.20	Stewart Winfield
9-Feb-18	Coles	Purchase of stock for Reflections Cafe	\$80.07	Stewart Winfield

CREDIT

Date	Supplier	Description	Amount	Card User
12-Feb-18	Harvey Norman	Belkin USB Ethernet Adaptor	\$28.00	Andrew Currell
12-Feb-18	Harvey Norman	Furniture for MECPC	\$1,140.00	Raeleen McAllister
12-Feb-18	Kmart	Files and pencils for the study group and coffee cups for the centre - C&PCS - IAS - Middle Swan	\$13.50	Melissa Bill
12-Feb-18	Swan View IGA	Morning tea & paper plates for craft activities for the Aboriginal Playgroups - C&PCS - IAS - M/S	\$8.50	Melissa Bill
12-Feb-18	Swan View IGA	Morning tea & paper plates for craft activities for the Aboriginal Playgroups - C&PCS - IAS - M/S	\$16.41	Melissa Bill
12-Feb-18	Woolworths	Food items for OSHC - SCFC - CV	\$9.60	Jane Elkins
12-Feb-18	Best Price Variety Store	Craft resources for OSHC for Valentine's Day - SCFC - CV	\$38.39	Jane Elkins
12-Feb-18	Woolworths	Stationery and storage container - SCFC - CV	\$54.35	Jane Elkins
12-Feb-18	Woolworths	Stationery and storage container - SCFC - CV	\$26.99	Jane Elkins
12-Feb-18	Woolworths	Food items - SCFC - CV	\$18.30	Jane Elkins
12-Feb-18	Woolworths	Purchase of chocolates as thank you gifts for AAN volunteers	\$50.00	Rachael Bacon
12-Feb-18	Woolworths	Purchase of chocolates as thank you gifts for AAN volunteers	\$80.00	Rachael Bacon
12-Feb-18	CBRE	Parking ticket for training course - PA to Director Strategic and Community Services	\$36.00	Giulia Censi
12-Feb-18	Kmart	Files and pencils for the study group and coffee cups for the centre - C&PCS - IAS - Middle Swan	\$21.00	Melissa Bill
13-Feb-18	Coles	Food and consumables for MECPC & SCFC Clayton View	\$123.48	Susan Broad
13-Feb-18	Coles	Food and consumables for MECPC & SCFC Clayton View	\$48.24	Susan Broad
13-Feb-18	Coles	Food and consumables for MECPC & SCFC Clayton View	\$549.38	Susan Broad
13-Feb-18	Stratton Supa IGA	Morning tea for the Aboriginal playgroups and afternoon tea for KAOS - C&PCS - IAS - M/S	\$33.06	Melissa Bill
13-Feb-18	Stratton Supa IGA	Morning tea for the Aboriginal playgroups and afternoon tea for KAOS - C&PCS - IAS - M/S	\$65.45	Melissa Bill
13-Feb-18	Flagworld	Flag clips to mount flag on new flag mount	\$22.05	Karen White
13-Feb-18	Coles	Food and consumables for MECPC & SCFC Clayton View	\$43.00	Susan Broad
13-Feb-18	Bunnings	Outdoor bug spray for the centre - C&PCS - Middle Swan	\$45.90	Melissa Bill
13-Feb-18	Stratton Supa IGA	Morning tea for the Aboriginal playgroups and afternoon tea for KAOS - C&PCS - IAS - M/S	\$12.93	Melissa Bill
13-Feb-18	Jaycar Electronics	AM radio supply and fit. Depot w/s	\$329.00	Kevin Worthington
13-Feb-18	Rudd Industrial & Farm Supplies	Bigman dive board repairs - ss bolts	\$58.67	Chris Blankley
14-Feb-18	Down To Earth Garden Supplies	Trailer load of white beach sand to top up Kindy Four sandpit at MECPC	\$48.00	Laurena Bogucki
14-Feb-18	Officeworks	Office items for display boards at MECPC	\$52.68	Laurena Bogucki
14-Feb-18	Kmart	New bed sheets for children's bedding at MECPC and \$100.00 gift card for volunteer	\$89.98	Laurena Bogucki
14-Feb-18	Kmart	New bed sheets for children's bedding at MECPC and \$100.00 gift card for volunteer	\$100.02	Laurena Bogucki
14-Feb-18	Coles	AFM Library - Sundries	\$46.00	Helen McKissock
14-Feb-18	BCF Australia	Cinema Under Starlight equipment - 2 x rechargeable lanterns	\$59.98	Karen White
15-Feb-18	Good Guys Midland	Replacement microwave for MECPC main kitchen	\$169.00	Laurena Bogucki
15-Feb-18	Australia Post	Recognition of Departing Employee (Co-ordinator IT Infrastructure) Council Policy HR-02	\$5.94	Anna Italiano
15-Feb-18	Australia Post	Recognition of Departing Employee (Co-ordinator IT Infrastructure) Council Policy HR-02	\$250.01	Anna Italiano
15-Feb-18	J And K Energy House	Phone screen repairs	\$85.00	John Neale
16-Feb-18	Coles	Bread for children - MECPC	\$27.80	Susan Broad
16-Feb-18	Jb Hi Fi	AFM Library - DVDs	\$285.79	Helen McKissock
16-Feb-18	Angus & Robertson Book	KSP library - local stock book purchase	\$220.35	Kerryn Martin
16-Feb-18	Coles	Stock for Reflections Cafe	\$36.00	Stewart Winfield
16-Feb-18	Coles	Stock for Reflections Cafe	\$83.61	Stewart Winfield
16-Feb-18	Coles	Stock for Reflections Cafe	\$8.60	Stewart Winfield
16-Feb-18	Coles	Stock for Reflections Cafe	\$53.16	Stewart Winfield
19-Feb-18	Bunnings	New nappy bins for Toddler and Baby room at MECPC	\$89.90	Laurena Bogucki
19-Feb-18	Baby Bunting	Two new car seats for transporting children at MECPC OSHC	\$118.00	Laurena Bogucki
19-Feb-18	Midland Supa IGA	Replacement soap containers for MECPC	\$12.53	Laurena Bogucki
19-Feb-18	Bunnings	Replacement and repair items for MECPC	\$266.78	Laurena Bogucki

Date	Supplier	Description	Amount	Card User
19-Feb-18	Kmart	Resources for various rooms at MECPC	\$73.00	Raeleen McAllister
19-Feb-18	Angus & Robertson Book	AFM Library - Books	\$464.64	Helen McKissock
19-Feb-18	Bookdepository.Com	AFM Library - Books	\$85.30	Helen McKissock
19-Feb-18	Coles	AFM Library - Sundries	\$8.20	Helen McKissock
19-Feb-18	Coles	Morning tea for volunteer induction	\$12.00	David O'Brien
19-Feb-18	Coles	Refrigeration Handling Licence for Workshop	\$31.00	Joanne Dutton
19-Feb-18	Australian Refrigeration	Morning tea for the Aboriginal Playgroup and Afternoon tea for KAOS - C&PCS - IAS - Middle Swan	\$13.11	Melissa Bill
19-Feb-18	Swan View IGA	Morning tea for the Aboriginal Playgroup and Afternoon tea for KAOS - C&PCS - IAS - Middle Swan	\$25.93	Melissa Bill
19-Feb-18	Swan View IGA	Morning Tea for Staff - SCFC - CV	\$43.00	Jane Elkins
19-Feb-18	7-Eleven	Resources for foyer area - SCFC - CV	\$76.46	Jane Elkins
19-Feb-18	Spotlight	Deposit for accommodation for three staff to attend Trauma Conference in Melbourne	\$226.35	Jillian Pearce
19-Feb-18	Melbourne Short Stay	Communications subscription	\$251.90	Giulia Censi
19-Feb-18	Shutterstock	Storage boxes x 2	\$58.85	Beverley Beale
19-Feb-18	Bunnings	Shire of Mundaring Libraries - Event	\$98.30	Helen McKissock
19-Feb-18	Campaignmonitor	Morning tea for the Aboriginal Playgroup and Afternoon tea for KAOS - C&PCS - IAS - Middle Swan	\$15.94	Melissa Bill
19-Feb-18	Swan View IGA	Bigman dive board repairs - timber and glue	\$91.00	Chris Blankley
19-Feb-18	Bunnings	WAPOL liaison meeting	\$15.60	Adrian Dyson
20-Feb-18	Dome Mundaring	Urgent relic repairs	\$26.83	Peter Barrett
20-Feb-18	Judroc Pty Ltd	Craft items for OSHC - SCFC - CV	\$24.95	Jane Elkins
20-Feb-18	Pricersavers	Replacement first aid kit and epipens - SCFC - CV	\$219.96	Jane Elkins
20-Feb-18	Pharmacy 777	Replacement first aid kit and epipens - SCFC - CV	\$14.98	Jane Elkins
20-Feb-18	Pharmacy 777	Food for SCFC Clayton View	\$10.00	Raeleen McAllister
20-Feb-18	Coles	Food for SCFC Clayton View	\$210.07	Raeleen McAllister
21-Feb-18	Coles	Food and consumables for SCFC Clayton View & MECPC	\$72.26	Susan Broad
21-Feb-18	Coles	Food and consumables for SCFC Clayton View & MECPC	\$12.56	Susan Broad
21-Feb-18	Coles	Food and consumables for SCFC Clayton View & MECPC	\$405.40	Susan Broad
21-Feb-18	Coles	Junior A/V stock for AFM and KSP libraries	\$425.35	Morgan Yasbincek
21-Feb-18	Coles	Food and consumables for SCFC Clayton View & MECPC	\$50.00	Susan Broad
21-Feb-18	Hills Fresh	Purchase of fruit for the AAN volunteer thank you morning tea	\$10.78	Rachael Bacon
21-Feb-18	Hills Fresh	Purchase of fruit for the AAN volunteer thank you morning tea	\$14.52	Rachael Bacon
21-Feb-18	Qantas	Air travel for three Parenting staff Perth to Melbourne return for Trauma Conference	\$1,330.14	Jillian Pearce
21-Feb-18	Bollinda Publishing	Junior A/V stock for AFM and KSP libraries	\$390.70	Morgan Yasbincek
21-Feb-18	Bollinda Publishing	Communication's campaign What's On - Shire of Mundaring	\$16.16	Giulia Censi
21-Feb-18	Campaignmonitor	Drill bit for use in chemical tree injection	\$71.90	David O'Brien
21-Feb-18	Midland Tools Pty Ltd	A4 paper, laminating sheets and file holders for the centre - C&PCS - Middle Swan	\$269.28	Melissa Bill
21-Feb-18	Kmart	600 white plastic bags	\$25.01	Fred Berendsen
21-Feb-18	Pope Packaging	Spring hitch rubber Depot w/s	\$139.00	Kelvin Worthington
21-Feb-18	Trailer Parts Bayswater	Temporary lighting - Bilgoman Aquatic Centre	\$52.82	Chris Blankley
21-Feb-18	Bunnings	Padlocks for Mt Helena change rooms	\$45.00	Antonietta Tomizzi
22-Feb-18	Rudd Industrial & Farm Supplies	ERFDC Assessment and Rating educator flowers and Program book for play session.	\$26.95	Antonietta Tomizzi
22-Feb-18	Woolworths	ERFDC staff thank you after re-location to shire offices during renovations	\$89.25	Morgan Yasbincek
22-Feb-18	The Cheesecake Shop	Junior book stock for AFM and KSP libraries	\$54.53	Morgan Yasbincek
22-Feb-18	Bookdepository.Com	Junior book stock for AFM and KSP libraries	\$259.50	Antonietta Tomizzi
23-Feb-18	Bookdepository.Com	ERFDC Assessment and Rating Celebration night - educators and staff	\$49.67	Helen McKissock
23-Feb-18	Rose and Crown Hotel	AFM Library - books	\$14.52	Shane Purdy
23-Feb-18	Bookdepository.Com	Attendance Future Perth Peel Water Planning Session Dept. Water & Environment, Perth		

Date	Supplier	Description	Amount	Card User
23-Feb-18	Coles	Stock for Reflections Cafe	\$10.00	Stewart Winfield
23-Feb-18	Coles	Stock for Reflections Cafe	\$75.25	Stewart Winfield
23-Feb-18	Wesfarmers Kleenheat Gas	Small gas bottles for Reflections Cafe	\$80.00	Peter Barrett
23-Feb-18	Bunnings	Wire netting and pliers for the Adult Study Group assignment - C&PCS - Middle Swan	\$90.59	Melissa Bill
26-Feb-18	Subway	Lunch for the Aboriginal men's group Art Gallery excursion - C&PCS - IAS - Middle Swan	\$143.00	Melissa Bill
26-Feb-18	City of Perth Parking	AFM Library - Conference parking	\$16.13	Helen McKissock
26-Feb-18	Angus & Robertson Book	AFM Library - Books	\$207.43	Helen McKissock
26-Feb-18	Transperth Ticket	Train fares for the Aboriginal Men's Group Art Gallery excursion - C&PCS - IAS - Middle Swan	\$38.60	Melissa Bill
26-Feb-18	Transperth Ticket	Train fares for the Aboriginal Men's Group Art Gallery excursion - C&PCS - IAS - Middle Swan	\$38.60	Melissa Bill
26-Feb-18	Best Price Variety Store	Resources for children's activities - SCFC - CV	\$25.41	Jane Elkins
26-Feb-18	Woolworths	Paper for printer and storage containers - SCFC - CV	\$40.78	Jane Elkins
26-Feb-18	Woolworths	Paper for printer and storage containers - SCFC - CV	\$17.30	Jane Elkins
26-Feb-18	Woolworths	Paper for printer and storage containers - SCFC - CV	\$2.40	Jane Elkins
26-Feb-18	Circle of Security	Place mats for alfresco area - SCFC - CV	\$12.00	Jane Elkins
27-Feb-18	Skybus Coach Service	Training for one person. Circle of Security Parenting. USD900.00 = \$1,189.30	\$1,189.30	Jillian Pearce
27-Feb-18	Swan View Newsagency	SkyBus Airport Transfer - CIO Forum - IT Manager	\$34.00	Andrea Douglas
27-Feb-18	Powerpak Group	Stationery Purchase	\$11.00	Jenine Banks
27-Feb-18	Swan View IGA	KSP Library - Packing straps and buckles	\$95.26	Kerryn Martin
27-Feb-18	Jb Hi Fi	Fruit for Aboriginal playgroup and milk and biscuits for the centre - C&PCS - IAS - Middle Swan	\$15.98	Melissa Bill
27-Feb-18	Woolworths	KSP Library - Local stock AV purchase	\$444.56	Kerryn Martin
27-Feb-18	Woolworths	Catering - Woolworths - Farewell Co-ordinator IT Infrastructure	\$66.44	Andrea Douglas
27-Feb-18	Swan View IGA	Catering - Woolworths - Farewell Co-ordinator IT Infrastructure	\$62.45	Andrea Douglas
27-Feb-18	Swan View IGA	Fruit for Aboriginal playgroup and milk and biscuits for the centre - C&PCS - IAS - Middle Swan	\$14.18	Melissa Bill
28-Feb-18	Apple iTunes Store	Fruit for Aboriginal playgroup and milk and biscuits for the centre - C&PCS - IAS - Middle Swan	\$7.98	Melissa Bill
28-Feb-18	Red Dot Stores	PDF Expert App	\$14.99	Andrew Currell
28-Feb-18	Kmart	2018 Diary for front office - staff communication and orientation visits at MECPC	\$13.00	Laurena Bogucki
28-Feb-18	Coles	Fitted sheets for children's bedding at MECPC	\$45.00	Laurena Bogucki
28-Feb-18	Coles	Food and consumables for SCFC Clayton View & MECPC	\$72.26	Susan Broad
28-Feb-18	Coles	Food and consumables for SCFC Clayton View & MECPC	\$12.56	Susan Broad
28-Feb-18	Coles	Food and consumables for SCFC Clayton View & MECPC	\$468.97	Susan Broad
28-Feb-18	Coles	Food and consumables for SCFC Clayton View & MECPC	\$50.00	Susan Broad
28-Feb-18	Angus & Robertson Book	KSP Library - Local stock book purchase	\$241.86	Kerryn Martin
28-Feb-18	NTK WA Pty Ltd	Catering - Farewell Function - IT Infrastructure Officer	\$84.00	Andrea Douglas
28-Feb-18	Long Range Systems	Payment of delivery fee for new pager system for Reflections Cafe	\$25.00	Stewart Winfield
28-Feb-18	Trailer Parts Bayswater	Ramp spring Depot w/s	\$23.00	Kelvin Worthington
28-Feb-18		Account Fees Cc Fp User Fee	\$189.20	
		Total	\$29,977.02	

11.0 ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

12.0 URGENT BUSINESS (LATE REPORTS)

Nil

13.0 CONFIDENTIAL REPORTS

Nil

14.0 CLOSING PROCEDURES

14.1 Date, Time and Place of the Next Meeting

The next Ordinary Council meeting will be held on Tuesday, 8 May 2018 at 6.30pm in the Council Chamber.

14.2 Closure of the Meeting

The Presiding Person declared the meeting closed at 8.12pm.